

# Designing for the Future of Public Transit











Proposed 2004 Budget Department Detail and 2004-2008 Capital Plan



**Chicago Transit Authority** 

2004 ANNUAL BUDGET DEPARTMENT DETAIL & 2004-2008 CAPITAL PROGRAM



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http://www.transitchicago.com

#### SUMMARY

The purpose of this document is two-fold: to provide department budgetary detail and to delineate the five-year capital program. To best accomplish this task, this document is divided into four main sections. The first three sections comprise of the three major reporting units of the Chicago Transit Authority. Each of these sections begins with a brief department description and is followed by the accompanying department detail, including both the 2004 organizational chart and budget by expense category. The final section, Capital Detail, is presented in two parts. The first section provides a description for each project in the 2004 – 2008 Capital Program. This section is followed by a forecast of expenditures for major projects or project groupings.

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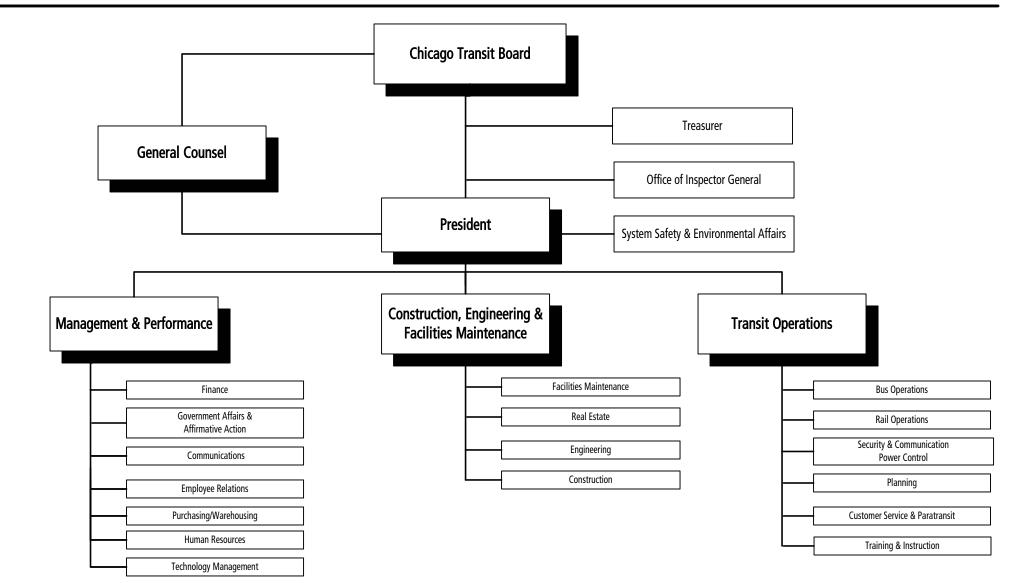
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# We deliver quality, affordable transit services that link people, jobs, and communities.

## CHICAGO TRANSIT AUTHORITY CHART OF ORGANIZATION



2004 BUDGET BY CATEGORY

#### CTA COMPANY TOTAL

CIA COMPANT TOTAL	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	5,972	5,980	6,006	5,698	5,808
STO FULL - TIME EQUIVALENT	5,450	5,737	5,725	5,665	5,770
TOTAL	11,422	11,717	11,731	11,363	11,578
HOURS	<u> </u>				
Operating Hours	20,956,423	20,803,894	21,087,675	20,718,526	20,459,007
Non - Operating Hours	1,456,159	1,591,881	1,389,086	1,696,308	1,642,408
TOTAL	22,412,582	22,395,775	22,476,761	22,414,834	22,101,415
OPERATING EXPENSES				·	
Labor Expense	629,618,801	663,577,322	686,912,673	662,227,712	687,527,843
Material Expense	64,879,279	67,930,912	67,465,843	63,499,636	66,000,428
Diesel Fuel - Revenue Vehicles	23,325,998	20,097,898	22,375,013	23,995,318	23,000,020
Electric Power - Rail Service	21,834,681	21,061,704	21,295,717	20,100,222	21,999,901
Provision for Injuries and Damages	44,000,000	39,000,000	17,568,000	17,568,000	22,000,000
Security Services	22,511,787	24,718,718	24,812,684	24,800,462	25,042,012
Purchase of Paratransit Services	32,313,666	36,309,149	37,214,725	40,999,716	45,112,813
Utilities	18,118,797	18,026,094	18,666,480	16,866,141	16,827,200
Maintenance & Repair	14,375,577	15,887,951	12,483,613	11,922,277	12,899,792
Advertising & Promotion	1,490,172	1,143,951	5,006,065	2,450,553	4,461,308
Contract Services	15,283,372	16,043,328	15,548,883	15,194,372	15,412,800
Provision for Passenger Security	4,869,456	4,413,384	4,845,000	4,825,921	4,845,000
Leases & Rentals	7,272,572	8,257,196	8,459,924	7,574,699	7,811,788
Travel, Training & Dues	769,938	929,843	945,164	2,765,196	2,964,608
Warranty & Other Credits	(19,437,655)	(20,775,950)	(20,557,041)	(23,162,168)	(21,851,939)
General Expenses	2,685,748	3,031,189	1,523,925	2,062,752	2,573,960
TOTAL	883,912,189	919,652,689	924,566,668	893,690,809	936,627,534
NON - OPERATING EXPENSE				<del></del>	
Non - Operating Labor Expense	48,330,688	55,553,577	49,515,143	60,807,285	60,726,318
Non - Operating Material Expense	10,791,119	18,002,755	9,539,195	14,765,900	16,516,618
Non - Operating Other Expense	296,751,469	417,481,338	621,865,212	421,872,700	473,750,816
TOTAL	355,873,276	491,037,670	680,919,550	497,445,885	550,993,752

## EXECUTIVE

Revenue Enhancements

Operating Efficiencies

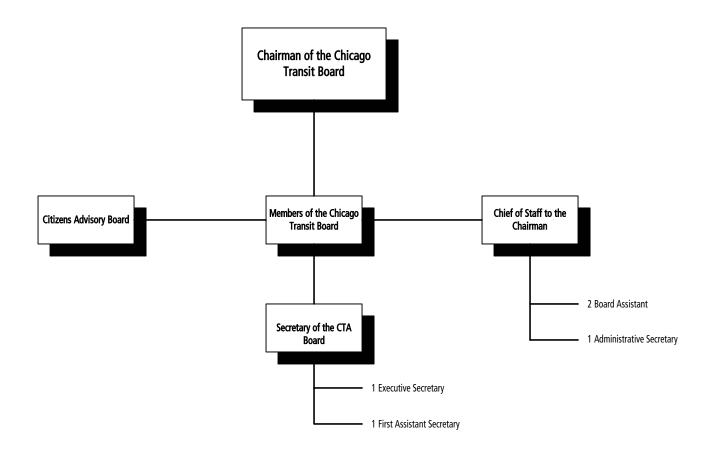
Geared for Growth

**Meeting Challenges** 

**Staying The Course** 

**Progressing Toward The Vision** 

#### **AUTHORITY GOVERNANCE**



0 - 5 *14 Total Positions* 

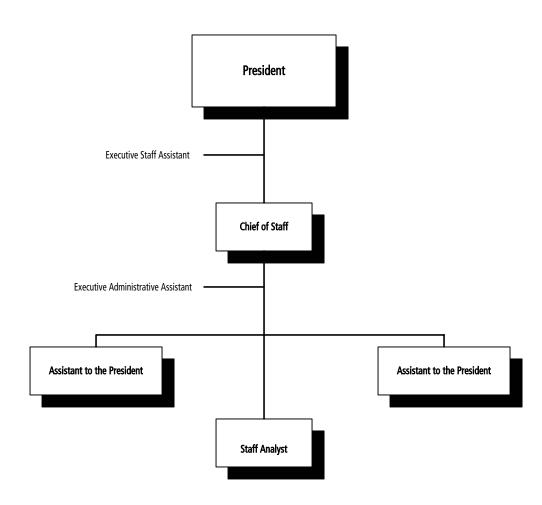
2004 BUDGET BY CATEGORY

0002 CTA BOARD

#### 0002 AUTHORITY GOVERNANCE

	2001	2002	2003	2003	2004
	Actual	Actual Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	15	15	15	16	14
TOTAL	15	15	15	16	14
<u>HOURS</u>	<del></del>				
Operating Hours	28,093	29,894	27,998	30,176	27,960
TOTAL	28,093	29,894	27,998	30,176	27,960
OPERATING EXPENSES					
Labor Expense	938,239	999,316	1,249,277	1,005,209	1,062,513
Material Expense	16,396	10,839	13,908	13,095	13,548
Maintenance & Repair	-	-	-	-	-
Advertising & Promotion	1,168	1,214	924	860	1,200
Contract Services	1,650	2,893	2,220	2,745	2,400
Leases & Rentals	241	-	240	-	-
Travel, Training & Dues	13,653	9,710	20,184	8,675	20,400
General Expenses	6,460	3,172	6,144	10,203	6,000
TOTAL	977,807	1,027,144	1,292,897	1,040,787	1,106,061
NON - OPERATING EXPENSE			<del></del>	- <del></del>	
Non - Operating Other Expense	-	-	-	-	-
TOTAL	<u> </u>	-	-	<u> </u>	-

#### OFFICE OF THE PRESIDENT



0 - 7 7 Total Positions

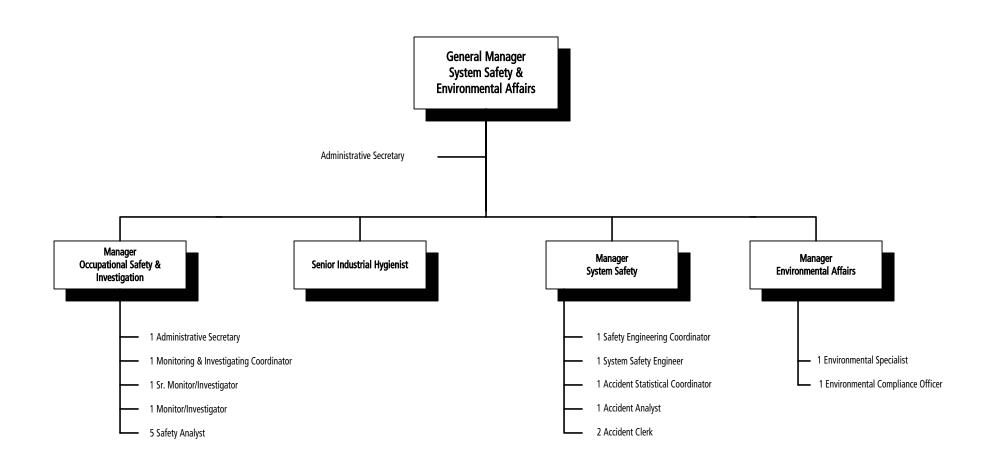
2004 BUDGET BY CATEGORY

#### 0012 PRESIDENT

#### 0012 OFFICE OF THE PRESIDENT

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
<u>POSITIONS</u>					
Budgeted Positions	6	7	7	9	7
TOTAL	6	7	7	9	7
<u>HOURS</u>					
Operating Hours	14,008	15,336	13,103	16,368	13,367
TOTAL	14,008	15,336	13,103	16,368	13,367
OPERATING EXPENSES					
Labor Expense	764,531	836,207	852,544	827,780	955,161
Material Expense	13,209	201	10,996	2,060	10,300
Advertising & Promotion	-	-	-	436	-
Contract Services	173	3,680	25,176	6,918	25,200
Leases & Rentals	-	-	3,000	-	3,600
Travel, Training & Dues	18,253	47,752	26,248	38,500	26,400
General Expenses	3,871	1,541	2,304	2,636	2,400
TOTAL	800,037	889,381	920,268	878,330	1,023,061
NON - OPERATING EXPENSE					
Non - Operating Other Expense	-	-	-	-	-
TOTAL	-		-		-

## OFFICE OF THE PRESIDENT SYSTEM SAFETY & ENVIRONMENTAL AFFAIRS



0 - 9 *23 Total Positions* 

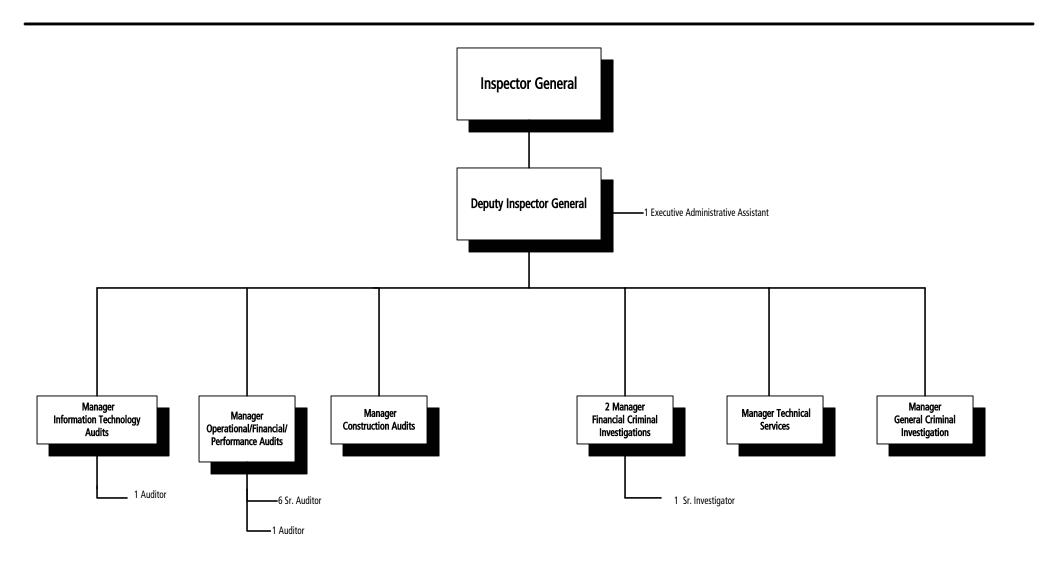
2004 BUDGET BY CATEGORY

#### 0630 SAFETY & ENV AFFAIRS

#### 0001 SYSTEM SAFETY & ENVIRONMENTAL AFFAIRS

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	23	23	23	23	23
TOTAL	23	23	23	23	23
<u>HOURS</u>	<u> </u>				=======================================
Operating Hours	48,646	44,189	42,862	42,620	45,495
TOTAL	48,646	44,189	42,862	42,620	45,495
OPERATING EXPENSES					
Labor Expense	1,421,175	1,679,855	1,764,496	1,638,457	1,825,485
Material Expense	43,329	(207,991)	50,105	50,053	54,384
Maintenance & Repair	1,580	17,357	5,592	188,992	6,000
Contract Services	15,401	25,952	25,152	21,081	25,200
Leases & Rentals	-	-	-	-	-
Travel, Training & Dues	16,331	188,571	28,260	2,071,570	2,027,600
General Expenses	33,493	15,890	15,912	26,515	13,200
TOTAL	1,531,309	1,719,634	1,889,517	3,996,668	3,951,869
NON - OPERATING EXPENSE					
Non - Operating Material Expense	-	(9,639)	-	-	-
Non - Operating Other Expense	-	21,388	18,178	16,800	16,800
TOTAL	-	11,749	18,178	16,800	16,800

#### OFFICE OF INSPECTOR GENERAL



0 - 11 *19 Total Positions* 

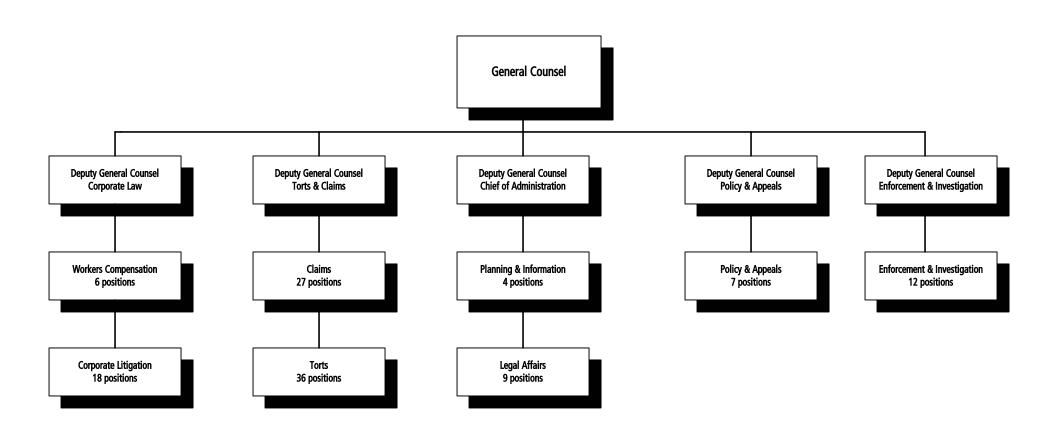
#### 2004 BUDGET BY CATEGORY

#### 0828 OFFICE OF INSPECTOR GENERAL

#### 0828 OFFICE OF INSPECTOR GENERAL

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	19	19	21	20	19
TOTAL	19	19	21	20	19
<u>HOURS</u>	<u> </u>	<u> </u>			<u> </u>
Operating Hours	31,772	36,056	39,981	36,186	36,000
Non - Operating Hours	-	-	-	152	-
TOTAL	31,772	36,056	39,981	36,338	36,000
OPERATING EXPENSES					
Labor Expense	1,490,886	1,738,347	1,977,463	1,734,821	1,907,527
Material Expense	20,688	23,347	24,554	31,071	28,548
Utilities	621	10,040	12,200	9,800	-
Maintenance & Repair	728	335	732	400	1,200
Contract Services	94,096	1,490	82,584	900	42,800
Leases & Rentals	18,082	25,171	35,160	26,164	29,796
Travel, Training & Dues	8,780	23,104	32,640	29,348	22,404
General Expenses	157	1,210	10,788	4,854	3,000
TOTAL	1,634,038	1,823,044	2,176,121	1,837,358	2,035,275
NON - OPERATING EXPENSE	·				
Non - Operating Labor Expense	-	-	-	6,174	6,153
Non - Operating Other Expense	22,231	33,442	51,895	3,800	3,800
TOTAL	22,231	33,442	51,895	9,974	9,953

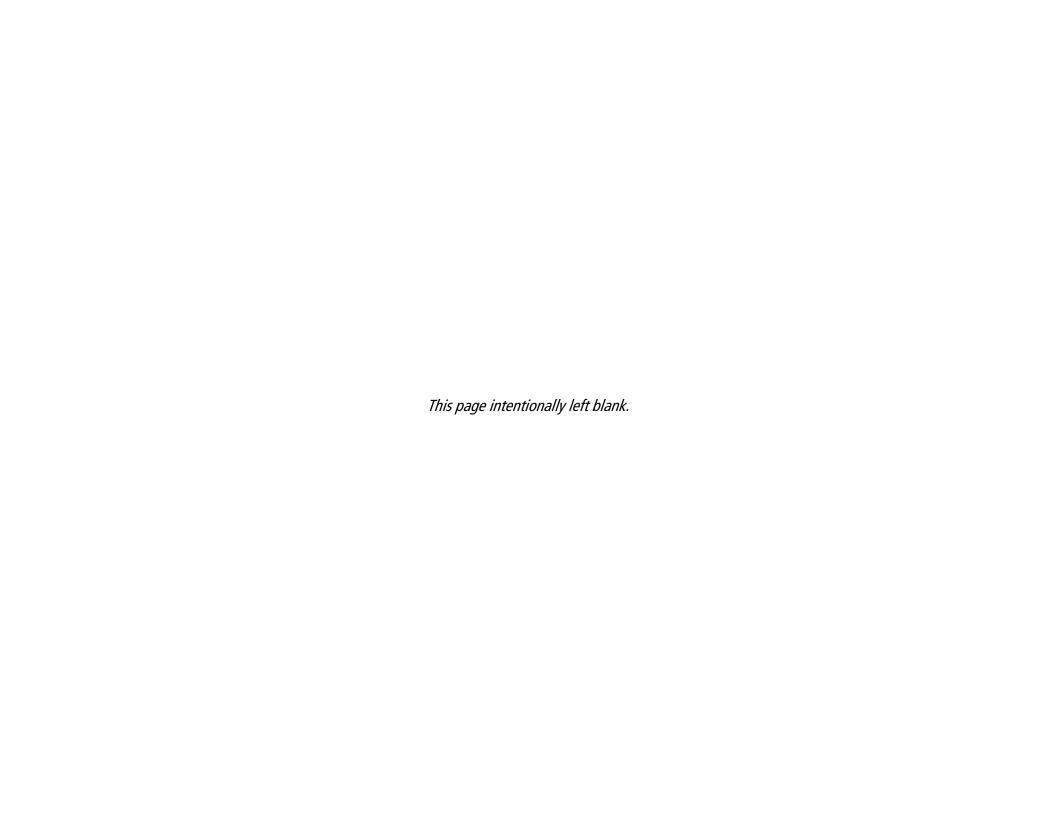
#### **GENERAL COUNSEL**



0 - 13 *125 Total Positions* 

2004 BUDGET BY CATEGORY

0015 GENERAL COUNSEL			0015	SENERAL COUNSEL	
	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
<u>POSITIONS</u>					
<b>Budgeted Positions</b>	129	131	132	123	125
TOTAL	129	131	132	123	125
<b>HOURS</b>	<u></u>	<u> </u>	<u> </u>		
Operating Hours	224,433	233,341	247,326	232,242	247,531
Non - Operating Hours	2,040	1,864	2,032	1,800	1,800
TOTAL	226,473	235,205	249,358	234,042	249,331
OPERATING EXPENSES				<del></del>	
Labor Expense	8,315,781	8,978,847	10,179,608	9,179,057	10,052,003
Material Expense	102,448	106,666	95,297	97,345	95,605
Purchase of Paratransit Services	35	-	-	-	-
Utilities	-	-	-	-	-
Contract Services	4,594,369	4,401,938	4,891,208	4,494,926	4,494,396
Leases & Rentals	3,163	99	3,396	17	3,600
Travel, Training & Dues	27,336	45,269	53,640	47,508	51,600
General Expenses	85,067	81,725	79,548	88,332	78,000
TOTAL	13,128,199	13,614,544	15,302,697	13,907,185	14,775,204
NON - OPERATING EXPENSE		<u></u>		<u></u>	
Non - Operating Labor Expense	1	(531)	-	4,116	4,102
Non - Operating Other Expense	-	161,284	-	251,700	251,700
TOTAL	1	160,753	-	255,816	255,802



#### **Transit Operations**

The Transit Operations Group is responsible for the service the Chicago Transit Authority provides to the community. The Transit Operations Group controls all buses, trains, and paratransit services. This Group also enhances the Authority's Customer Service operation.

#### **Bus Operations**

Bus Garages Provide bus service to our customers that consistently meets or exceeds the Authority's goals of providing on-

time, clean, safe, and friendly service. Maintains bus fleet to provide clean and reliable service.

Bus Heavy Maintenance Support bus service by providing bus and component repair and rebuild services. Maximize safety, reliability, and

aesthetic appeal of the bus fleet.

Engineering & Technical Services – Bus Provide engineering and technical support to improve the safety, reliability, and aesthetic appeal of the current

bus fleet. Provide technical support for the acquisition of rolling stock required. Improve quality for all phases of

Bus Operations.

Bus Operations Oversight Provide oversight of all major projects affecting Bus Operations. Coordinate major project timeline to minimize

negative service impact for CTA riders.

Bus Service Management Effectively manages system wide bus service reliability. This department is also responsible for setting service

management policies, prioritizing the problems identified by the garage-based route managers, developing special event service management plans, and communicating polices to the garage General Managers and

Communication Power Control.

**Rail Operations** 

Rail Terminals Provide rapid transit service to our customers that consistently meets or exceeds the Authority's goals of providing

on-time, clean, safe, and friendly service. Maintains railcars to provide clean and reliable service.

Rail Heavy Maintenance Support CTA's rapid transit service by providing rail car and component repair and rebuild services. Maximize the

safety & reliability of the rapid transit fleet.

Engineering & Technical Services – Rail Provide engineering and technical support to improve the safety, reliability, and aesthetic appeal of the rail fleet.

Provide technical support and quality inspection of rail car rehabilitation program. Improve the quality for all

phases of Rail Operations.

Rail Car Appearance Support CTA's rapid transit service by providing rail car servicing. Maximize the aesthetic appeal of the rapid

transit fleet.

Rail Operations Capital Project Oversight Provide oversight of all major capital projects affecting Rail Operations. Coordinate major project timeline to

minimize negative service impact for CTA riders.

#### **Security & Communication/Power Control**

Security Services Increase and enhance security to assure a safe riding environment for our customers. Reduce criminal incidents

committed on the bus and rail systems and minimize those incidents in or around CTA facilities.

Communication/Power Control Modernize communication and power control functions to establish a service communications network that will

integrate all service and security-related communications.

#### **Training & Instruction**

Training & Instruction Develop, instruct, and oversee administration of all training programs and activities required to properly prepare

operators, supervisory, maintenance, and craft employees to perform their jobs.

#### **Planning**

Planning Assist other agencies and communities with traffic planning, engineering studies, and alternative transportation

solutions. Design, prepare, and revise service schedules for the Authority. Compile traffic surveys based on

periodic inspections.

#### **Customer Service & Paratransit**

Customer Service Enhance the value of all aspects of the Authority's Customer Service operation by: 1) maintaining customer

service hot-line; 2) enhancing top management decision-making process by providing accurate and timely customer information; and 3) increasing the level of customer satisfaction through the effective use of research

tools.

Paratransit Operations Administer curbside service for people with disabilities. Monitor the implementation of transportation service

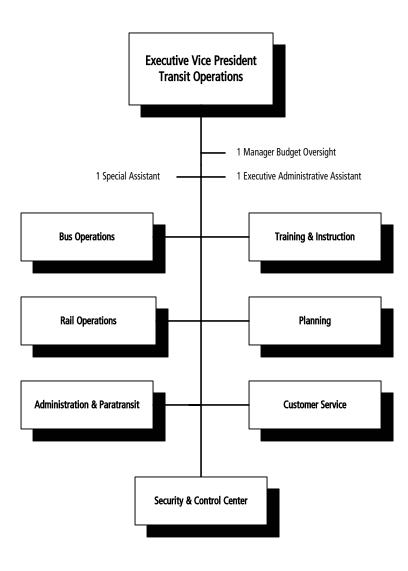
covered under the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act.

2004 BUDGET BY CATEGORY

#### 0100 TRANSIT OPERATIONS

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	3,323	3,306	3,326	3,181	3,203
STO FULL - TIME EQUIVALENT	5,450	5,737	5,725	5,665	5,770
TOTAL	8,773	9,043	9,051	8,846	8,973
<u>HOURS</u>					
Operating Hours	16,771,578	16,630,103	17,033,797	16,648,686	16,539,776
Non - Operating Hours	535,908	633,057	556,471	704,366	667,120
TOTAL	17,307,486	17,263,160	17,590,268	17,353,052	17,206,896
OPERATING EXPENSES					
Labor Expense	494,286,910	503,126,213	529,765,939	508,773,337	531,898,330
Material Expense	49,779,897	50,734,398	51,844,306	49,689,219	51,705,550
Diesel Fuel - Revenue Vehicles	23,325,998	20,097,898	22,375,013	23,995,318	23,000,020
Electric Power - Rail Service	-	-	-	-	-
Security Services	21,775,671	23,938,352	23,942,688	24,070,172	24,295,012
Purchase of Paratransit Services	32,313,631	36,309,149	37,214,725	40,999,716	45,112,813
Utilities	-	-	-	7,282	-
Maintenance & Repair	1,023,819	1,038,748	1,197,578	930,313	1,187,300
Advertising & Promotion	14,899	17,608	13,904	18,941	13,100
Contract Services	306,610	(248,445)	528,818	809,109	528,200
Leases & Rentals	1,431,446	1,012,921	857,055	779,443	968,900
Travel, Training & Dues	260,018	231,697	322,688	265,490	368,500
Warranty & Other Credits	(541,104)	(646,941)	(517,903)	(647,820)	(514,643)
General Expenses	430,893	387,222	454,350	409,004	446,200
TOTAL	624,408,688	635,998,820	667,999,161	650,099,524	679,009,282
NON - OPERATING EXPENSE					
Non - Operating Labor Expense	16,949,415	20,942,624	16,268,878	24,023,181	23,943,270
Non - Operating Material Expense	9,314,524	15,489,011	8,398,583	11,863,800	13,546,356
Non - Operating Other Expense	112,641,948	108,031,381	126,556,024	64,053,700	104,850,200
TOTAL	138,905,887	144,463,016	151,223,485	99,940,681	142,339,826

## TRANSIT OPERATIONS EXECUTIVE VICE PRESIDENT



0 - 19 *4 Total Positions* 

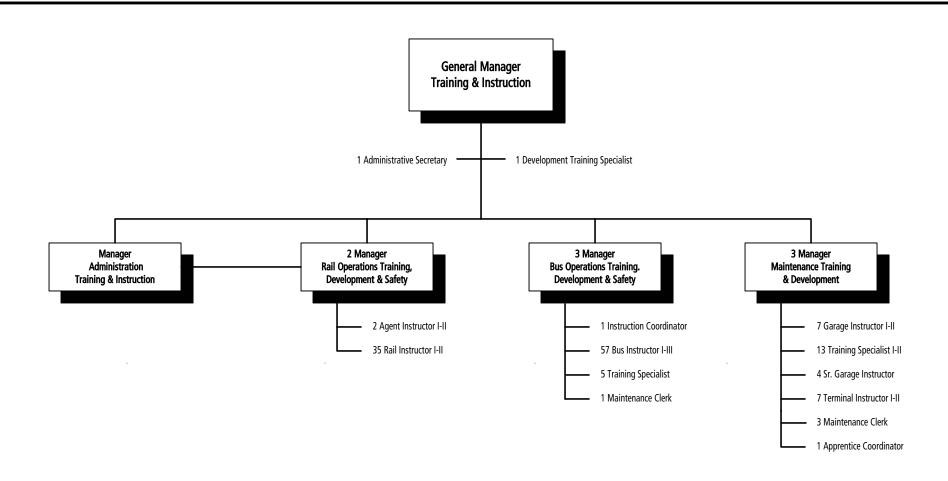
#### 2004 BUDGET BY CATEGORY

#### 0101 TRANSIT OPS, EXEC VP

#### 0100 TRANSIT OPERATIONS

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
<u>POSITIONS</u>					
Budgeted Positions	2	3	3	3	4
TOTAL	2	3	3	3	4
<u>HOURS</u>				<del></del>	
Operating Hours	6,312	6,720	5,416	5,712	7,200
TOTAL	6,312	6,720	5,416	5,712	7,200
OPERATING EXPENSES			<del></del>	<del></del>	
Labor Expense	400,256	429,209	389,239	397,210	506,595
Material Expense	37,598	31,970	25,343	19,246	25,200
Maintenance & Repair	-	126	-	200	-
Contract Services	-	9,808	-	10,000	-
Leases & Rentals	149	-	-	-	-
Travel, Training & Dues	46,647	37,089	41,640	56,463	42,000
General Expenses	246,215	179,670	241,404	179,489	241,200
TOTAL	730,865	687,872	697,626	662,608	814,995

## TRANSIT OPERATIONS TRAINING & INSTRUCTION



O - 21 *148 Total Positions* 

2004 BUDGET BY CATEGORY

0180 TRAINING & INSTRUCTION

0110 OPERATIONS

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	149	153	153	162	148
TOTAL	149	153	153	162	148
<u>HOURS</u>				<del></del>	:
Operating Hours	268,773	284,728	281,548	283,125	272,000
Non - Operating Hours	3	728	-	784	784
TOTAL	268,776	285,456	281,548	283,909	272,784
OPERATING EXPENSES	<del></del>				
Labor Expense	9,274,360	10,207,398	10,285,167	10,297,252	10,523,176
Material Expense	217,218	305,415	224,083	301,037	225,661
Maintenance & Repair	51,048	57,623	133,561	1,483	133,400
Contract Services	-	204	6	1,030	-
Leases & Rentals	21	-	21	-	-
Travel, Training & Dues	85,390	86,282	98,153	99,343	98,100
General Expenses	6,542	11,901	11,408	6,416	11,700
TOTAL	9,634,579	10,668,823	10,752,399	10,706,561	10,992,037
NON - OPERATING EXPENSE	<del></del>				
Non - Operating Labor Expense	122	22,745	-	24,990	24,907
Non - Operating Other Expense	46,119	39,005	3,355	46,500	46,500
TOTAL	46,241	61,750	3,355	71,490	71,407

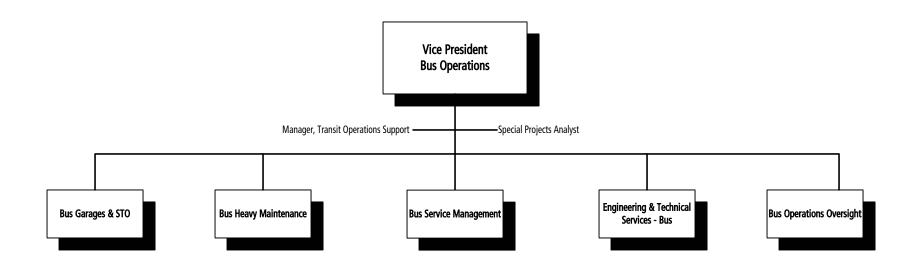
## Reliable

We will be dependable for our customers and fellow employees, and will maintain the highest standards of trust.

2004 BUDGET BY CATEGORY

0900 BUS OPERATIONS	0900 BUS OPERATIONS						
	2001	2002	2003	2003	2004		
	Actual	Actual	Budget	Forecast	Budget		
POSITIONS							
Budgeted Positions	1,824	1,824	1,824	1,747	1,778		
STO FULL - TIME EQUIVALENT	4,077	4,250	4,318	4,282	4,381		
TOTAL	5,901	6,074	6,142	6,029	6,159		
<u>HOURS</u>							
Operating Hours	11,401,644	11,369,390	11,580,360	11,418,932	11,443,036		
Non - Operating Hours	248,675	283,903	202,252	322,498	302,311		
TOTAL	11,650,319	11,653,293	11,782,612	11,741,430	11,745,347		
OPERATING EXPENSES							
Labor Expense	328,445,873	335,401,574	350,611,826	340,762,804	359,030,789		
Material Expense	32,656,861	33,472,515	35,193,771	33,433,097	34,410,756		
Diesel Fuel - Revenue Vehicles	23,325,998	20,097,898	22,375,013	23,995,318	23,000,020		
Utilities	-	-	-	7,282	-		
Maintenance & Repair	655,767	556,852	696,132	594,763	687,200		
Advertising & Promotion	3,691	1,998	2,852	668	2,300		
Contract Services	163,856	146,411	168,428	165,479	168,200		
Leases & Rentals	632,964	105,033	603,098	84,705	414,500		
Travel, Training & Dues	43,595	34,193	49,227	42,724	94,800		
Warranty & Other Credits	(497,267)	(596,922)	(485,540)	(588,615)	(483,996)		
General Expenses	103,493	85,663	98,881	96,144	92,500		
TOTAL	385,534,831	389,305,215	409,313,688	398,594,369	417,417,069		
NON - OPERATING EXPENSE		<del></del> -		<del></del> -			
Non - Operating Labor Expense	7,985,022	9,495,396	7,649,901	11,232,417	11,195,053		
Non - Operating Material Expense	3,405,503	4,803,258	3,241,970	4,945,900	5,663,057		
Non - Operating Other Expense	19,996,741	11,527,425	23,148,033	13,436,500	14,188,000		
TOTAL	31,387,266	25,826,079	34,039,904	29,614,817	31,046,110		

# TRANSIT OPERATIONS BUS OPERATIONS VICE PRESIDENT



0 - 25 3 Total Positions

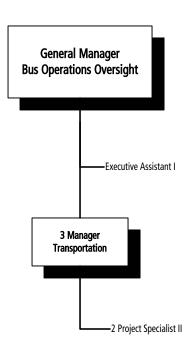
2004 BUDGET BY CATEGORY

0901 BUS OPERATIONS, VP

#### 0900 BUS OPERATIONS

	2001 Actual	2002 Actual	2003 Budget	2003 Forecast	2004 Budget
POSITIONS					
<b>Budgeted Positions</b>	4	3	1	1	3
TOTAL	4	3	1	1	3
<b>HOURS</b>					
Operating Hours	8,272	9,584	1,712	9,304	5,400
TOTAL	8,272	9,584	1,712	9,304	5,400
OPERATING EXPENSES					
Labor Expense	384,356	450,469	177,173	462,662	326,264
Material Expense	6,897	5,179	9,147	3,500	4,974
Diesel Fuel - Revenue Vehicles	-	-	-	-	-
Advertising & Promotion	-	-	-	-	-
Contract Services	-	7,546	884	10,375	-
Leases & Rentals	363,265	71,312	375,422	58,885	374,900
Travel, Training & Dues	6,149	10,962	6,745	17,178	51,800
Warranty & Other Credits	-	(1,796)	540	(6,400)	-
General Expenses	8,085	15,879	9,918	22,583	10,000
TOTAL	768,752	559,551	579,829	568,783	767,938
NON - OPERATING EXPENSE					
Non - Operating Other Expense	<u> </u>	1,023,049	<u> </u>	5,025,400	5,025,400
TOTAL		1,023,049		5,025,400	5,025,400

# TRANSIT OPERATIONS BUS OPERATIONS BUS OPERATIONS OVERSIGHT



0 - 27 7 Total Positions

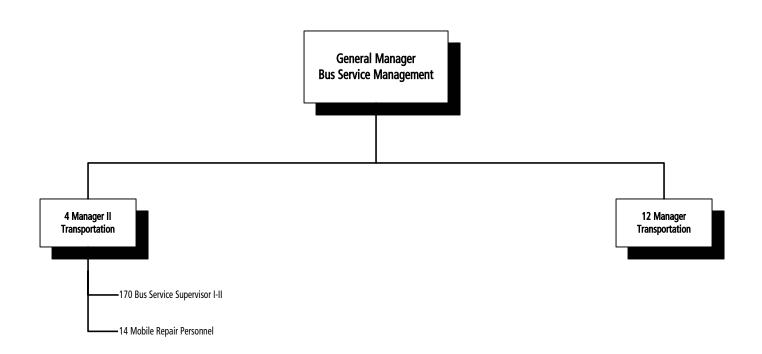
#### 2004 BUDGET BY CATEGORY

0382 BUS OPS OVERSIGHT

#### 0900 BUS OPERATIONS

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	-	-	9	13	7
TOTAL	-	<u> </u>	9	13	7
<u>HOURS</u>		<u> </u>	<del></del>	<u></u> -	
Operating Hours	-	-	17,848	7,512	13,280
TOTAL	-	-	17,848	7,512	13,280
OPERATING EXPENSES					
Labor Expense	-	-	823,360	378,823	539,794
Material Expense	-	-	-	336	-
Travel, Training & Dues	-	-	-	984	-
TOTAL	-		823,360	380,143	539,794

## TRANSIT OPERATIONS BUS OPERATIONS BUS SERVICE MANAGEMENT



0 - 29 *201 Total Positions* 

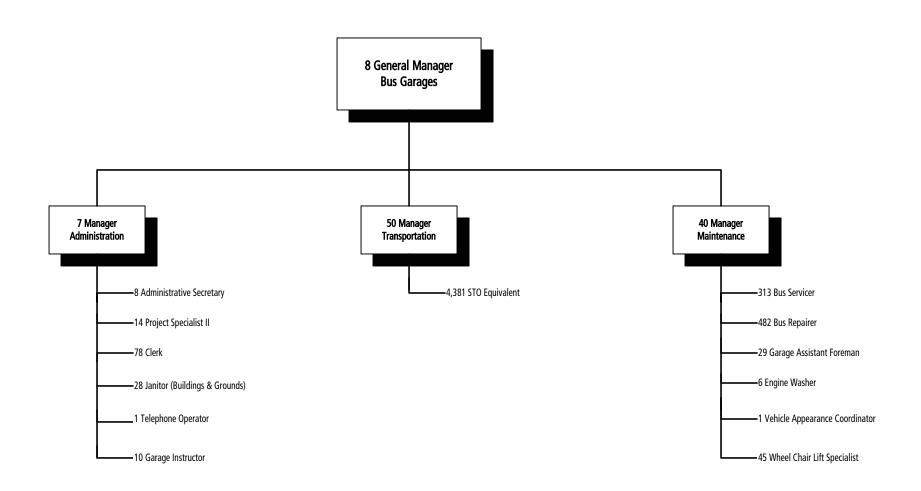
#### 2004 BUDGET BY CATEGORY

#### 0266 BUS SERVICE MANAGEMENT

#### 0900 BUS OPERATIONS

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	-	-	-	-	201
TOTAL			-	-	201
<u>HOURS</u>	·				
Operating Hours	-	-	-	-	365,040
TOTAL	-	-	-	-	365,040
OPERATING EXPENSES	<u> </u>	<u></u> :	·		
Labor Expense	-	-	-	-	13,702,258
Material Expense	-	-	-	-	10,000
TOTAL	-	-			13,712,258

# TRANSIT OPERATIONS BUS OPERATIONS BUS GARAGES/STO



0 - 31 *5,501 Total Positions* 

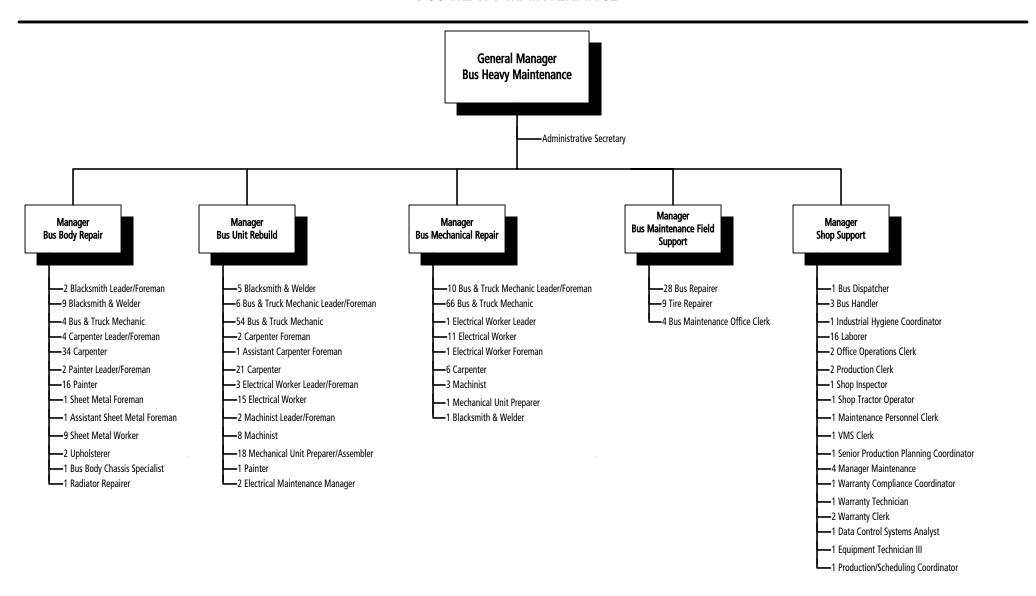
140 BUS GARAGES			0900	BUS OPERATIONS	
	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	1,296	1,299	1,288	1,222	1,120
TOTAL	1,296	1,299	1,288	1,222	1,120
<u>HOURS</u>					
Operating Hours	2,541,492	2,452,372	2,504,223	2,451,062	2,084,800
Non - Operating Hours	<u></u> _	1,184	627	569	485
TOTAL	2,541,492	2,453,556	2,504,850	2,451,631	2,085,285
OPERATING EXPENSES					
Labor Expense	77,882,805	77,712,243	80,567,586	78,774,789	69,225,065
Material Expense	25,514,419	24,370,331	25,438,358	25,264,980	25,752,715
Diesel Fuel - Revenue Vehicles	23,325,998	20,097,898	22,375,013	23,995,318	23,000,020
Utilities	-	-	-	-	-
Maintenance & Repair	224,773	266,127	253,260	260,828	254,100
Advertising & Promotion	1,415	350	1,704	-	1,200
Contract Services	127,228	102,086	130,968	113,237	132,000
Leases & Rentals	35,323	33,721	39,828	25,758	39,600
Travel, Training & Dues	4,278	7,540	4,308	12,346	4,800
Warranty & Other Credits	(12,645)	(75,929)	(16,362)	(59,214)	(16,859)
General Expenses	14,773	9,838	12,720	14,825	10,800
TOTAL	127,118,367	122,524,205	128,807,383	128,402,867	118,403,441
NON - OPERATING EXPENSE					
Non - Operating Labor Expense	-	39,844	21,424	21,903	21,831
Non - Operating Material Expense	-	-	-	-	-
Non - Operating Other Expense	6,248,676	1,815,924	7,290,673	(708,300)	43,200
TOTAL	6,248,676	1,855,768	7,312,097	(686,397)	65,031

We will deliver on-time,

Rebuilding clean,
safe,
and friendly service.

2001         2002         2003         2003           Actual         Actual         Budget         Forecast           POSITIONS         - <th>2004 Budget</th>	2004 Budget
POSITIONS	Budget
Budgeted Positions	
	-
STO FULL - TIME EQUIVALENT         4,077         4,250         4,318         4,282	4,381
TOTAL 4,077 4,250 4,318 4,282	4,381
HOURS	
Operating Hours 7,973,551 8,105,438 8,199,980 8,149,916	8,324,748
Non - Operating Hours - 3,052 - 3,321	3,321
TOTAL 7,973,551 8,108,490 8,199,980 8,153,237	8,328,069
OPERATING EXPENSES	
Labor Expense 222,535,985 230,636,490 241,157,773 234,119,284	250,174,546
Material Expense - 2,412 - 235	-
Utilities 7,282	-
Contract Services - 28 - 200	-
General Expenses 140	-
TOTAL 222,535,985 230,638,930 241,157,773 234,127,141	250,174,546
NON - OPERATING EXPENSE	
Non - Operating Labor Expense - 58,776 - 64,533	64,318
TOTAL - 58,776 - 64,533	64,318

# TRANSIT OPERATIONS BUS OPERATIONS BUS HEAVY MAINTENANCE



O - 35 *413 Total Positions* 

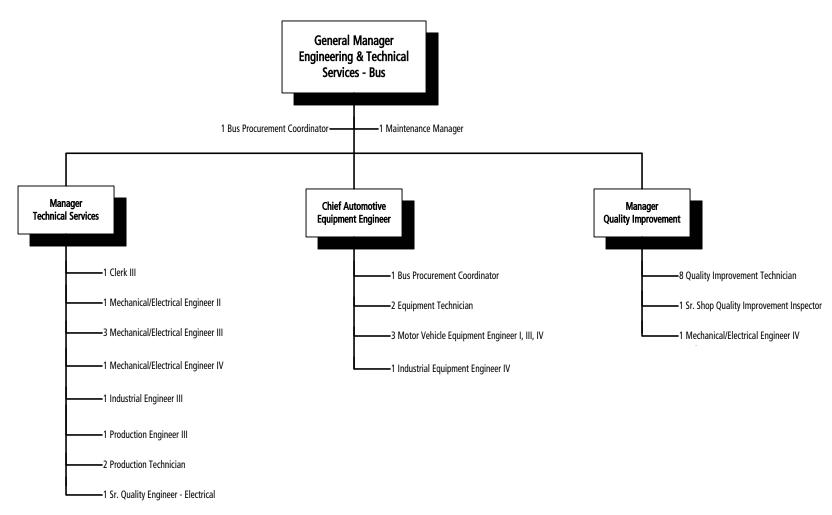
2004 BUDGET BY CATEGORY

#### 0290 BUS HEAVY MAINTENANCE

#### 0900 BUS OPERATIONS

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	491	489	492	480	413
TOTAL	491	489	492	480	413
<u>HOURS</u>			<u> </u>		
Operating Hours	831,853	758,793	803,005	763,972	604,612
Non - Operating Hours	234,538	264,645	186,693	299,038	279,000
TOTAL	1,066,391	1,023,438	989,698	1,063,010	883,612
OPERATING EXPENSES				<u> </u>	
Labor Expense	25,813,673	24,845,598	26,035,662	25,455,931	23,291,065
Material Expense	7,110,158	9,024,139	9,689,044	8,078,813	8,584,326
Diesel Fuel - Revenue Vehicles	-	-	-	-	-
Utilities	-	-	-	-	-
Maintenance & Repair	426,137	286,639	434,520	332,095	424,800
Advertising & Promotion	978	500	-	500	-
Contract Services	99	896	-	5,367	-
Leases & Rentals	234,376	-	187,848	62	-
Travel, Training & Dues	26,872	7,139	30,597	2,586	31,200
Warranty & Other Credits	(484,622)	(519,197)	(469,718)	(523,001)	(467,137)
General Expenses	49,911	25,104	42,588	20,942	38,400
TOTAL	33,177,582	33,670,818	35,950,541	33,373,295	31,902,654
NON - OPERATING EXPENSE					
Non - Operating Labor Expense	7,463,121	8,833,937	7,628,477	10,407,894	10,373,273
Non - Operating Material Expense	3,405,503	4,803,258	3,241,970	4,945,900	5,663,057
Non - Operating Other Expense	13,582,770	8,288,766	15,723,579	5,980,700	5,980,700
TOTAL	24,451,394	21,925,961	26,594,026	21,334,494	22,017,030

# TRANSIT OPERATIONS BUS OPERATIONS ENGINEERING & TECHNICAL SERVICES - BUS



O - 37 34 Total Positions

2004 BUDGET BY CATEGORY

0935 BUS ENG & TECH SVCS

#### 0900 BUS OPERATIONS

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS			-		
<b>Budgeted Positions</b>	33	33	34	31	34
TOTAL	33	33	34	31	34
<u>HOURS</u>	<del></del>				
Operating Hours	46,476	43,203	53,592	37,166	45,156
Non - Operating Hours	14,137	15,022	14,932	19,570	19,505
TOTAL	60,613	58,225	68,524	56,736	64,661
OPERATING EXPENSES			<u></u>		·
Labor Expense	1,829,054	1,756,774	1,850,272	1,571,315	1,771,797
Material Expense	25,387	70,454	57,222	85,233	58,741
Utilities	-	-	-	-	-
Maintenance & Repair	4,857	4,086	8,352	1,840	8,300
Advertising & Promotion	1,298	1,148	1,148	168	1,100
Contract Services	36,529	35,855	36,576	36,300	36,200
Leases & Rentals	-	-	-	-	-
Travel, Training & Dues	6,296	8,552	7,577	9,630	7,000
General Expenses	30,724	34,842	33,655	37,654	33,300
TOTAL	1,934,145	1,911,711	1,994,802	1,742,140	1,916,438
NON - OPERATING EXPENSE	<del></del>			<del></del>	<del></del>
Non - Operating Labor Expense	521,901	562,839	-	738,087	735,631
Non - Operating Other Expense	165,295	399,686	133,781	3,138,700	3,138,700
TOTAL	687,196	962,525	133,781	3,876,787	3,874,331

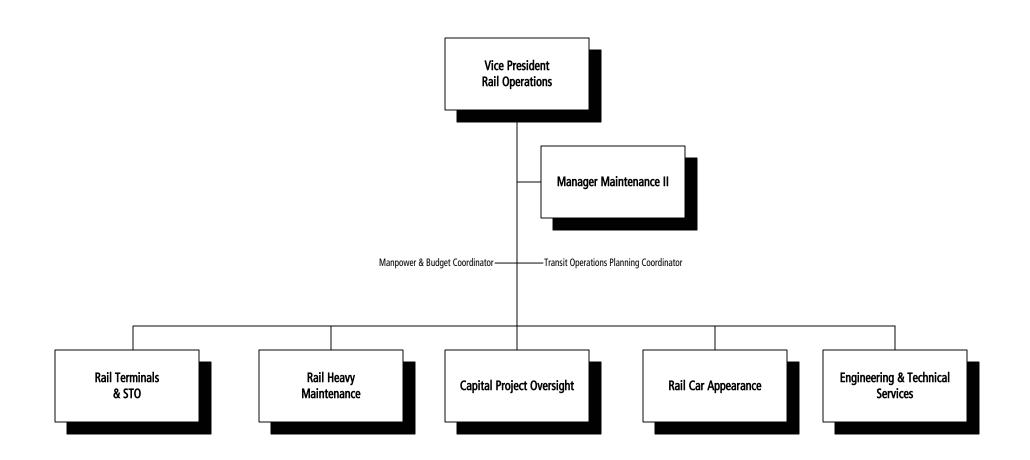
Courteous

We will create a pleasant environment for our

customers and fellow employees.

0360 RAIL OPERATIONS	0360 RAIL OPERATIONS						
	2001	2002	2003	2003	2004		
	Actual	Actual	Budget	Forecast	Budget		
POSITIONS							
<b>Budgeted Positions</b>	1,075	1,071	1,071	1,022	1,048		
STO FULL - TIME EQUIVALENT	1,373	1,487	1,407	1,383	1,389		
TOTAL	2,448	2,558	2,478	2,405	2,437		
<u>HOURS</u>							
Operating Hours	4,628,958	4,477,349	4,653,241	4,469,946	4,395,595		
Non - Operating Hours	286,512	347,035	353,587	376,786	359,727		
TOTAL	4,915,470	4,824,384	5,006,828	4,846,732	4,755,322		
OPERATING EXPENSES							
Labor Expense	139,630,058	139,076,200	148,982,808	139,901,352	145,345,031		
Material Expense	16,715,828	16,738,650	16,240,708	15,732,791	16,892,385		
Maintenance & Repair	315,868	417,776	361,945	332,967	360,700		
Advertising & Promotion	344	-	-	-	-		
Contract Services	25,106	14,135	38,424	947	38,400		
Leases & Rentals	141	-	144	9,502	-		
Travel, Training & Dues	46,418	28,863	41,101	20,850	72,900		
Warranty & Other Credits	(43,837)	(50,019)	(32,363)	(59,205)	(30,647)		
General Expenses	33,596	43,172	34,242	57,866	33,600		
TOTAL	156,723,522	156,268,777	165,667,009	155,997,070	162,712,369		
NON - OPERATING EXPENSE							
Non - Operating Labor Expense	8,947,952	11,391,944	8,606,158	12,663,315	12,621,191		
Non - Operating Material Expense	5,909,021	10,685,753	5,156,613	6,917,900	7,883,299		
Non - Operating Other Expense	88,934,397	91,592,781	96,633,244	46,996,400	87,041,400		
TOTAL	103,791,370	113,670,478	110,396,015	66,577,615	107,545,890		

# TRANSIT OPERATIONS RAIL OPERATIONS VICE PRESIDENT



O - 41 4 Total Positions

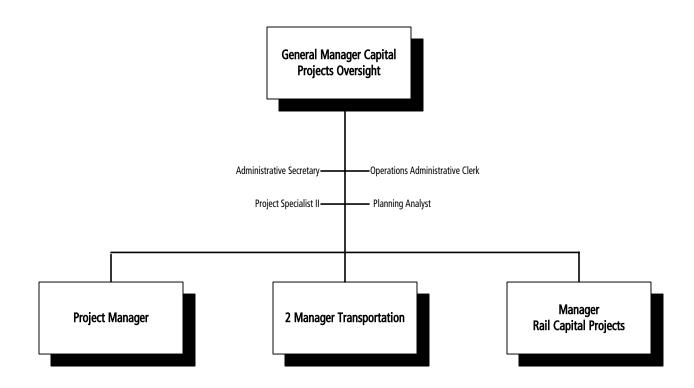
2004 BUDGET BY CATEGORY

0361 RAIL OPERATIONS, VP

#### 0360 RAIL OPERATIONS

2001	2002	2003	2003	2004
Actual	Actual	Budget	Forecast	Budget
5	2	2	2	4
5	2	2	2	4
<u></u>	<u></u>			·
4,152	3,720	3,464	3,520	7,160
4,152	3,720	3,464	3,520	7,160
<u></u>	<u> </u>			:
291,066	274,805	231,195	255,738	418,976
7,207	10,708	6,184	13,963	5,322
19,444	57,148	-	48,388	-
19	13,804	13,824	30	14,400
-	-	-	9,490	-
34,001	21,216	28,116	13,183	60,000
(6,438)	35	-	(990)	-
1,273	1,380	780	2,302	1,200
346,572	379,096	280,099	342,104	499,898
	<del></del>			
<u>-</u>	<u>-</u>	<u>-</u> _	5,100	5,100
<u> </u>		-	5,100	5,100
	Actual  5 5 5 4,152 4,152 291,066 7,207 19,444 19 - 34,001 (6,438) 1,273	Actual     Actual       5     2       5     2       4,152     3,720       4,152     3,720       291,066     274,805       7,207     10,708       19,444     57,148       19     13,804       -     -       34,001     21,216       (6,438)     35       1,273     1,380	Actual         Actual         Budget           5         2         2           5         2         2           4,152         3,720         3,464           4,152         3,720         3,464           291,066         274,805         231,195           7,207         10,708         6,184           19,444         57,148         -           19         13,804         13,824           -         -         -           34,001         21,216         28,116           (6,438)         35         -           1,273         1,380         780	Actual         Actual         Budget         Forecast           5         2         2         2           4,152         3,720         3,464         3,520           4,152         3,720         3,464         3,520           291,066         274,805         231,195         255,738           7,207         10,708         6,184         13,963           19,444         57,148         -         48,388           19         13,804         13,824         30           -         -         -         9,490           34,001         21,216         28,116         13,183           (6,438)         35         -         (990)           1,273         1,380         780         2,302           346,572         379,096         280,099         342,104

# TRANSIT OPERATIONS RAIL OPERATIONS CAPITAL PROJECTS OVERSIGHT



0 - 43 9 Total Positions

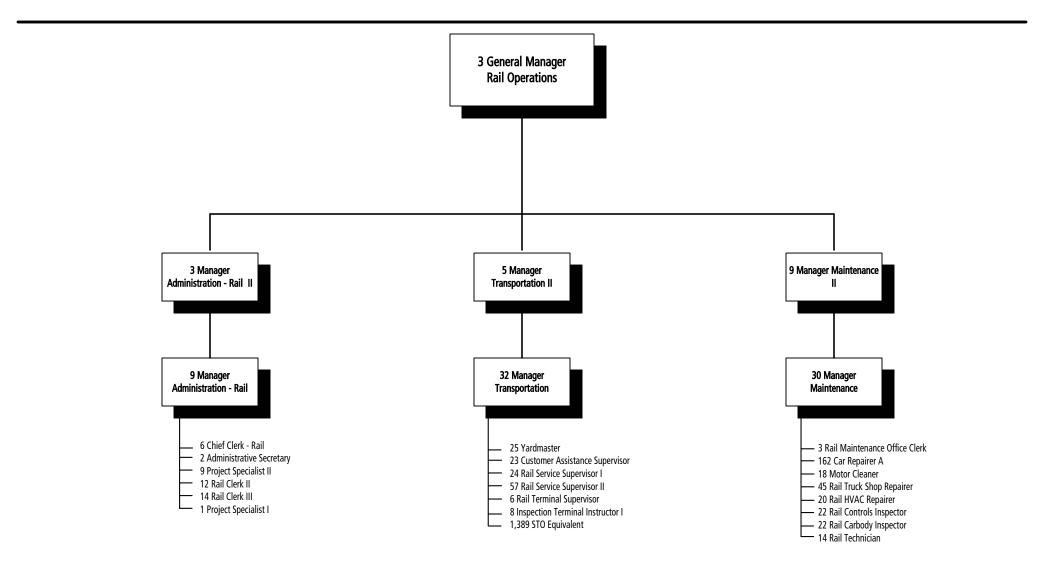
#### 2004 BUDGET BY CATEGORY

#### 0397 RAIL OP CAP PROJ OVS

#### 0360 RAIL OPERATIONS

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	-	3	9	10	9
TOTAL	-	3	9	10	9
<u>HOURS</u>					
Operating Hours	7,848	13,798	16,088	13,226	16,480
TOTAL	7,848	13,798	16,088	13,226	16,480
OPERATING EXPENSES					
Labor Expense	363,558	632,593	542,390	617,828	512,430
Material Expense	-	123	-	228	-
Contract Services	-	-	-	30	-
Travel, Training & Dues	-	2,939	-	1,835	-
TOTAL	363,558	635,655	542,390	619,921	512,430
NON - OPERATING EXPENSE	<del></del>		<u> </u>		<u> </u>
Non - Operating Other Expense	-	-	-	-	-
TOTAL	-	-	-	-	-

# TRANSIT OPERATIONS RAIL OPERATIONS RAIL TERMINALS/STO



O - 45 *1,973 Total Positions* 

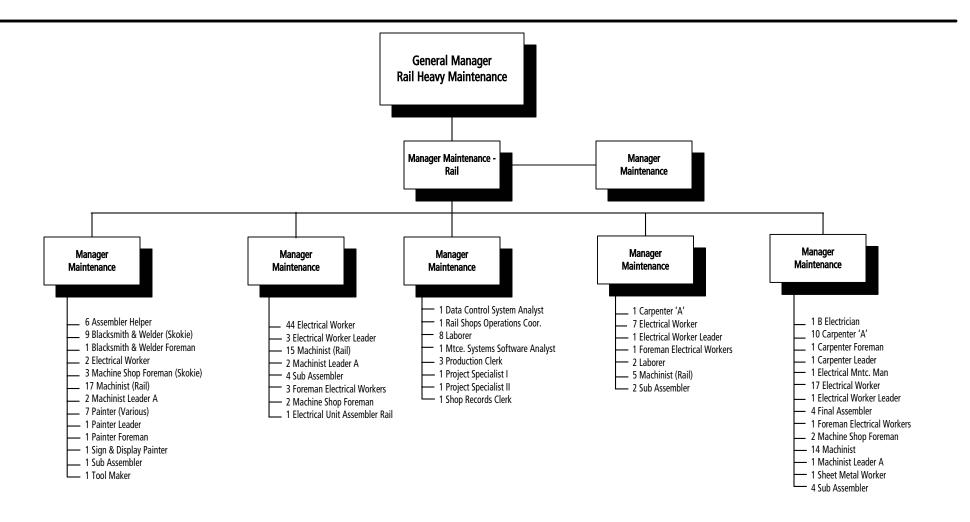
130 RAIL TERMINALS		0360 RAIL OPERATIONS				
	2001	2002	2003	2003	2004	
	Actual	Actual	Budget	Forecast	Budget	
POSITIONS					_	
<b>Budgeted Positions</b>	601	595	589	571	584	
TOTAL	601	595	589	571	584	
<u>HOURS</u>						
Operating Hours	1,248,498	1,193,168	1,269,963	1,180,078	1,073,640	
Non - Operating Hours	262	191	206	191	180	
TOTAL	1,248,760	1,193,359	1,270,169	1,180,269	1,073,820	
OPERATING EXPENSES						
Labor Expense	42,625,897	41,872,165	46,182,734	41,707,211	40,008,305	
Material Expense	18,040,139	14,404,148	16,214,227	15,588,485	16,430,744	
Maintenance & Repair	107,599	83,444	81,028	67,771	80,400	
Advertising & Promotion	20	-	-	-	-	
Contract Services	13,497	-	13,224	-	13,200	
Leases & Rentals	141	-	144	-	-	
Travel, Training & Dues	3,164	1,663	4,164	350	3,600	
Warranty & Other Credits	119	-	-	2,489	-	
General Expenses	9,355	11,723	13,268	13,076	13,200	
TOTAL	60,799,931	56,373,143	62,508,789	57,379,382	56,549,449	
NON - OPERATING EXPENSE						
Non - Operating Labor Expense	7,793	6,371	5,980	6,468	6,446	
Non - Operating Material Expense	-	-	-	-	-	
Non - Operating Other Expense	36,013	114,037	77,583	142,500	142,500	
TOTAL	43,806	120,408	83,563	148,968	148,946	

**Professional** 

our customers and fellow employees, and will maintain the highest standards of trust.

Actual   Actual   Budget   Forecast   Example	
POSITIONS           Budgeted Positions         -	2004
Budgeted Positions         -	Budget
STO FULL - TIME EQUIVALENT         1,373         1,487         1,407         1,383           TOTAL         1,373         1,487         1,407         1,383           HOURS           Operating Hours         2,669,643         2,614,548         2,675,773         2,614,214         2           Non - Operating Hours         90,475         97,261         92,176         132,066           TOTAL         2,760,118         2,711,809         2,767,949         2,746,280         2           OPERATING EXPENSES         2         2         77,662,615         81,574,784         78,367,211         83           Material Expense         2,563         11,425         -         14,365	
TOTAL         1,373         1,487         1,407         1,383           HOURS           Operating Hours         2,669,643         2,614,548         2,675,773         2,614,214         2           Non - Operating Hours         90,475         97,261         92,176         132,066           TOTAL         2,760,118         2,711,809         2,767,949         2,746,280         2           OPERATING EXPENSES         2 <td>-</td>	-
HOURS         2,669,643         2,614,548         2,675,773         2,614,214         2           Non - Operating Hours         90,475         97,261         92,176         132,066           TOTAL         2,760,118         2,711,809         2,767,949         2,746,280         2           OPERATING EXPENSES         2         77,662,615         81,574,784         78,367,211         83           Material Expense         2,563         11,425         -         14,365	1,389
Operating Hours         2,669,643         2,614,548         2,675,773         2,614,214         2,72           Non - Operating Hours         90,475         97,261         92,176         132,066           TOTAL         2,760,118         2,711,809         2,767,949         2,746,280         2           OPERATING EXPENSES         2,200,000         77,662,615         81,574,784         78,367,211         83           Material Expense         2,563         11,425         -         14,365	1,389
Non - Operating Hours         90,475         97,261         92,176         132,066           TOTAL         2,760,118         2,711,809         2,767,949         2,746,280         2           OPERATING EXPENSES         Labor Expense         77,517,802         77,662,615         81,574,784         78,367,211         83           Material Expense         2,563         11,425         -         14,365	
TOTAL         2,760,118         2,711,809         2,767,949         2,746,280         2           OPERATING EXPENSES         Labor Expense         77,517,802         77,662,615         81,574,784         78,367,211         83           Material Expense         2,563         11,425         -         14,365	2,639,703
OPERATING EXPENSES           Labor Expense         77,517,802         77,662,615         81,574,784         78,367,211         83           Material Expense         2,563         11,425         -         14,365	135,066
Labor Expense         77,517,802         77,662,615         81,574,784         78,367,211         83           Material Expense         2,563         11,425         -         14,365	2,774,769
Material Expense 2,563 11,425 - 14,365	
·	3,904,366
Maintenance & Repair 302	-
·	-
TOTAL 77,520,365 77,674,040 81,574,784 78,381,878 83	3,904,366
NON - OPERATING EXPENSE	
Non - Operating Labor Expense 2,540,103 2,837,647 2,622,586 3,959,886 3	3,946,712
Non - Operating Other Expense	
TOTAL 2,540,103 2,837,647 2,622,586 3,959,886 3	3,946,712

# TRANSIT OPERATIONS RAIL OPERATIONS RAIL HEAVY MAINTENANCE



0 - 49 *229 Total Positions* 

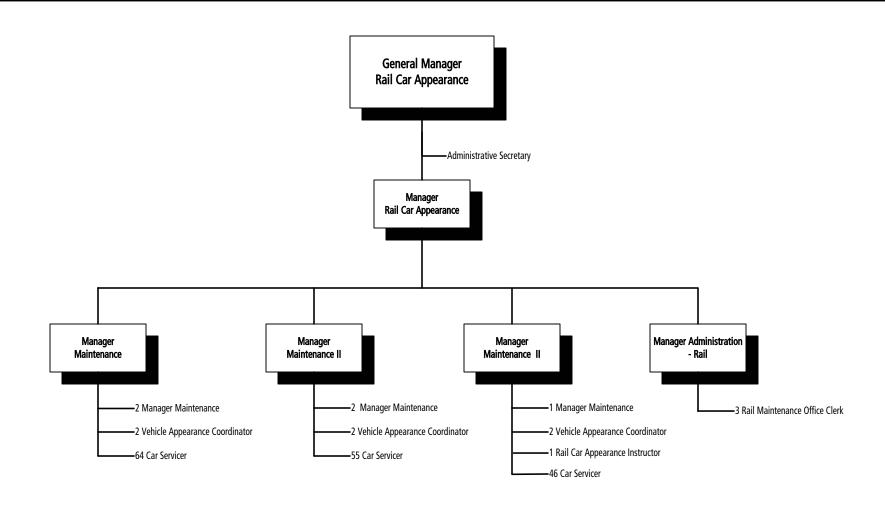
2004 BUDGET BY CATEGORY

#### 0404 RAIL HEAVY MAINTENANCE

#### 0360 RAIL OPERATIONS

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	237	240	240	223	229
TOTAL	237	240	240	223	229
<u>HOURS</u>					
Operating Hours	301,823	263,916	264,151	265,332	260,736
Non - Operating Hours	181,074	230,953	244,358	228,367	208,319
TOTAL	482,897	494,869	508,509	493,699	469,055
OPERATING EXPENSES					
Labor Expense	7,779,788	7,587,434	8,559,347	7,633,698	8,524,403
Material Expense	(1,845,677)	1,620,107	(522,936)	(691,345)	(99,558)
Maintenance & Repair	181,820	225,021	190,917	162,594	190,500
Advertising & Promotion	324	-	-	-	-
Contract Services	384	-	384	-	-
Leases & Rentals	-	-	-	-	-
Travel, Training & Dues	1,923	2,023	2,064	1,600	2,400
Warranty & Other Credits	(37,518)	(50,054)	(32,363)	(60,704)	(30,647)
General Expenses	1,012	910	612	1,544	1,200
TOTAL	6,082,056	9,385,441	8,198,025	7,047,387	8,588,298
NON - OPERATING EXPENSE					
Non - Operating Labor Expense	5,819,301	7,824,073	5,336,005	8,057,952	8,031,149
Non - Operating Material Expense	5,888,145	10,653,117	5,121,482	6,907,600	7,871,506
Non - Operating Other Expense	911,361	898,528	1,768,769	1,109,100	1,109,100
TOTAL	12,618,807	19,375,718	12,226,256	16,074,652	17,011,755

# TRANSIT OPERATIONS RAIL OPERATIONS RAIL CAR APPEARANCE



0 - 51 *187 Total Positions* 

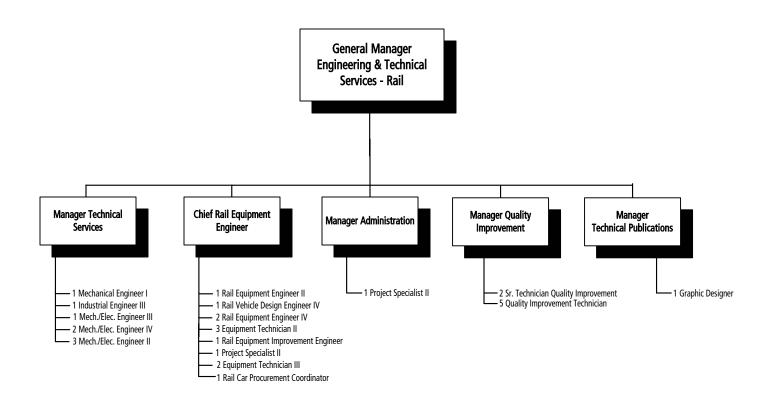
2004 BUDGET BY CATEGORY

#### 0460 RAIL CAR APPEARANCE

#### 0360 RAIL OPERATIONS

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
<b>Budgeted Positions</b>	193	192	192	178	187
TOTAL	193	192	192	178	187
<u>HOURS</u>		<u></u> -	<u></u>		
Operating Hours	349,483	339,069	370,799	344,359	350,840
Non - Operating Hours	-	-	-	-	-
TOTAL	349,483	339,069	370,799	344,359	350,840
OPERATING EXPENSES		<u></u> -	<u></u>		-
Labor Expense	9,097,125	8,977,627	9,666,071	9,234,994	9,780,426
Material Expense	322,668	393,350	329,591	386,518	340,230
Maintenance & Repair	-	704	-	800	-
Contract Services	214	299	-	539	-
Leases & Rentals	-	-	-	12	-
Travel, Training & Dues	-	36	-	-	-
General Expenses	2,015	1,975	1,656	4,063	1,200
TOTAL	9,422,022	9,373,991	9,997,318	9,626,926	10,121,856
NON - OPERATING EXPENSE		<u></u> -	<u></u>		-
Non - Operating Labor Expense	-	-	-	-	-
Non - Operating Other Expense		4,560		4,600	4,600
TOTAL	<u> </u>	4,560	-	4,600	4,600

# TRANSIT OPERATIONS RAIL OPERATIONS ENGINEERING & TECHNICAL SERVICES - RAIL



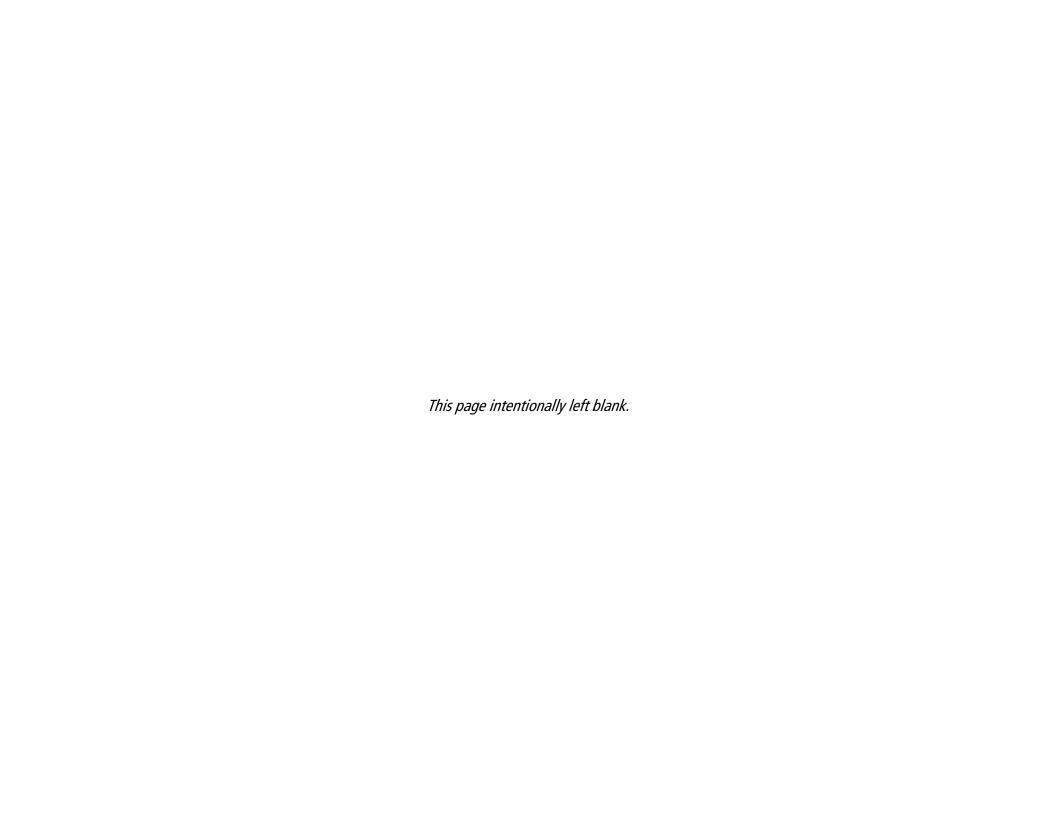
0 - 53 35 Total Positions

2004 BUDGET BY CATEGORY

0480 ENG & TECH SVCS RAIL

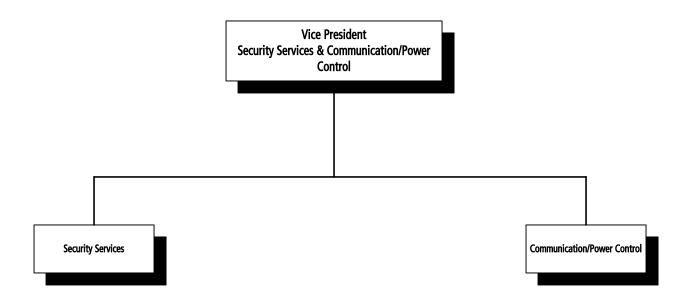
#### 0360 RAIL OPERATIONS

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	39	39	39	38	35
TOTAL	39	39	39	38	35
<u>HOURS</u>			<u> </u>		
Operating Hours	47,511	49,130	53,003	49,217	47,036
Non - Operating Hours	14,701	18,630	16,847	16,162	16,162
TOTAL	62,212	67,760	69,850	65,379	63,198
OPERATING EXPENSES			<del></del>		
Labor Expense	1,954,822	2,068,961	2,226,287	2,084,672	2,196,125
Material Expense	188,928	298,789	213,642	420,577	215,647
Maintenance & Repair	7,005	51,459	90,000	53,112	89,800
Contract Services	10,992	32	10,992	348	10,800
Leases & Rentals	-	-	-	-	-
Travel, Training & Dues	7,330	986	6,757	3,882	6,900
General Expenses	19,941	27,184	17,926	36,881	16,800
TOTAL	2,189,018	2,447,411	2,565,604	2,599,472	2,536,072
NON - OPERATING EXPENSE		<del></del>			
Non - Operating Labor Expense	580,755	723,853	641,587	639,009	636,884
Non - Operating Material Expense	20,876	32,636	35,131	10,300	11,793
Non - Operating Other Expense	87,987,023	90,575,656	94,786,892	45,735,100	85,780,100
TOTAL	88,588,654	91,332,145	95,463,610	46,384,409	86,428,777



0090 SECURITY & COMMUNICATION / POWER CONTROL		0090 SECURITY & COMMUNICATION / POWER CONTROL				
	2001	2002	2003	2003	2004	
	Actual	Actual	Budget	Forecast	Budget	
POSITIONS						
Budgeted Positions	126	126	126	104	104	
TOTAL	126	126	126	104	104	
<u>HOURS</u>				<del></del>		
Operating Hours	210,803	219,372	233,994	201,813	192,160	
Non - Operating Hours	-	-	-	-	-	
TOTAL	210,803	219,372	233,994	201,813	192,160	
OPERATING EXPENSES				<del></del>	-	
Labor Expense	7,686,267	8,082,734	8,983,613	7,493,070	7,632,043	
Material Expense	39,306	37,884	46,755	40,903	54,572	
Security Services	21,775,671	23,938,352	23,942,688	24,070,172	24,295,012	
Maintenance & Repair	515	5,549	5,940	-	6,000	
Contract Services	17,093	(475,933)	20,004	26,450	20,400	
Leases & Rentals	798,032	907,888	253,792	685,236	554,400	
Travel, Training & Dues	11,622	6,887	23,960	7,422	22,800	
General Expenses	22,683	34,429	45,772	37,750	45,600	
TOTAL	30,351,189	32,537,790	33,322,524	32,361,003	32,630,827	
NON - OPERATING EXPENSE	<u> </u>		<u> </u>	<u> </u>		
Non - Operating Labor Expense	-	-	-	-	-	
Non - Operating Other Expense	3,236,579	4,214,659	6,110,496	408,000	408,000	
TOTAL	3,236,579	4,214,659	6,110,496	408,000	408,000	
					_	

# TRANSIT OPERATIONS SECURITY SERVICES & COMMUNICATION/POWER CONTROL VICE PRESIDENT



0 - 57 *1 Total Positions* 

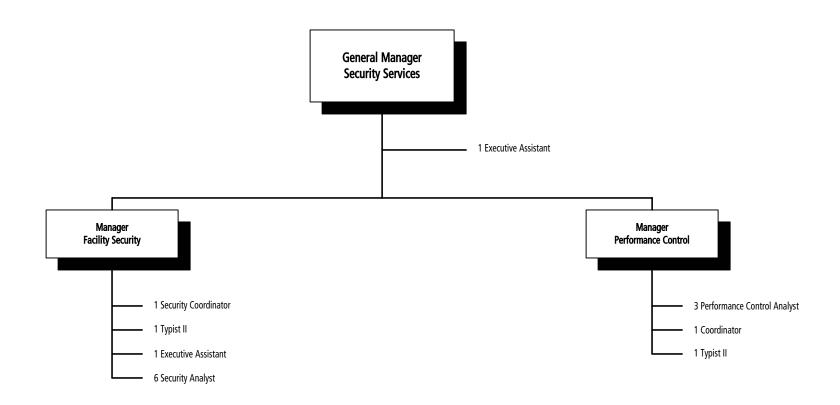
#### 2004 BUDGET BY CATEGORY

#### 0091 SECURITY & CNTL CTR, VP

#### 0090 SECURITY & COMMUNICATION / POWER CONTROL

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	2	2	2	•	1
TOTAL	2	2	2	<u> </u>	1
<u>HOURS</u>				<del></del>	
Operating Hours	-	-	4,000	-	1,920
TOTAL		-	4,000	-	1,920
OPERATING EXPENSES			-	-	
Labor Expense	-	-	221,581	-	153,680
Material Expense	-	-	5,650	65	12,366
Travel, Training & Dues	-	-	5,000	975	4,800
General Expenses	-	-	10,000	439	9,600
TOTAL			242,231	1,479	180,446

# TRANSIT OPERATIONS SECURITY SERVICES & COMMUNICATION/POWER CONTROL SECURITY SERVICES



0 - 59 *18 Total Positions* 

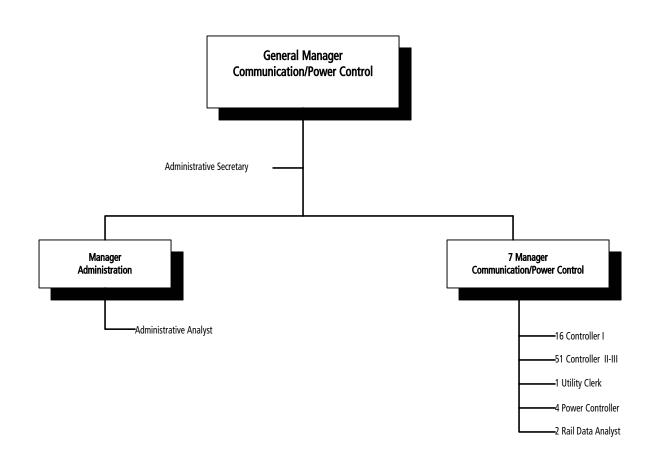
2004 BUDGET BY CATEGORY

#### 0010 SECURITY SERVICES

#### 0090 SECURITY & COMMUNICATION / POWER CONTROL

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
<b>Budgeted Positions</b>	32	32	32	23	18
TOTAL	32	32	32	23	18
<b>HOURS</b>		<u> </u>			<u></u>
Operating Hours	53,443	56,237	60,354	50,064	34,200
TOTAL	53,443	56,237	60,354	50,064	34,200
OPERATING EXPENSES	<u> </u>		<u></u> -		<u> </u>
Labor Expense	1,455,605	1,567,282	1,820,358	1,434,372	1,055,703
Material Expense	11,495	11,144	15,125	9,459	16,136
Security Services	21,775,671	23,938,352	23,942,688	24,070,172	24,295,012
Maintenance & Repair	-	-	-	-	-
Contract Services	-	-	-	-	-
Leases & Rentals	226,978	209,463	221,404	305,376	222,000
Travel, Training & Dues	1,867	2,915	6,648	4,306	6,000
General Expenses	22,407	25,564	35,160	28,386	34,800
TOTAL	23,494,023	25,754,720	26,041,383	25,852,071	25,629,651
NON - OPERATING EXPENSE				<del></del>	
Non - Operating Other Expense	-	9,508	9,508	110,000	110,000
TOTAL	-	9,508	9,508	110,000	110,000

# TRANSIT OPERATIONS SECURITY SERVICES & COMMUNICATION/POWER CONTROL COMMUNICATION/POWER CONTROL



0 - 61 *85 Total Positions* 

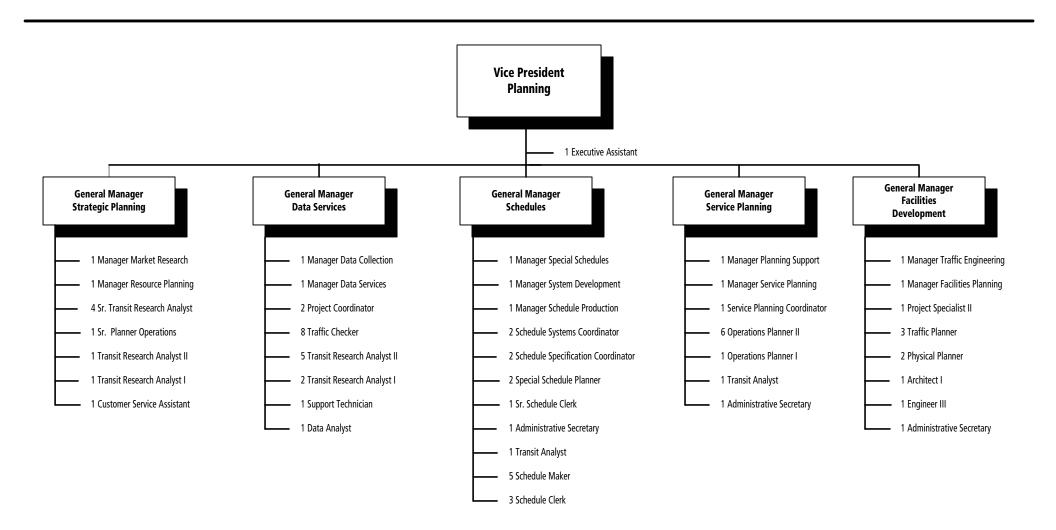
2004 BUDGET BY CATEGORY

#### 0115 COMMUNICATION CENTER

#### 0090 SECURITY & COMMUNICATION / POWER CONTROL

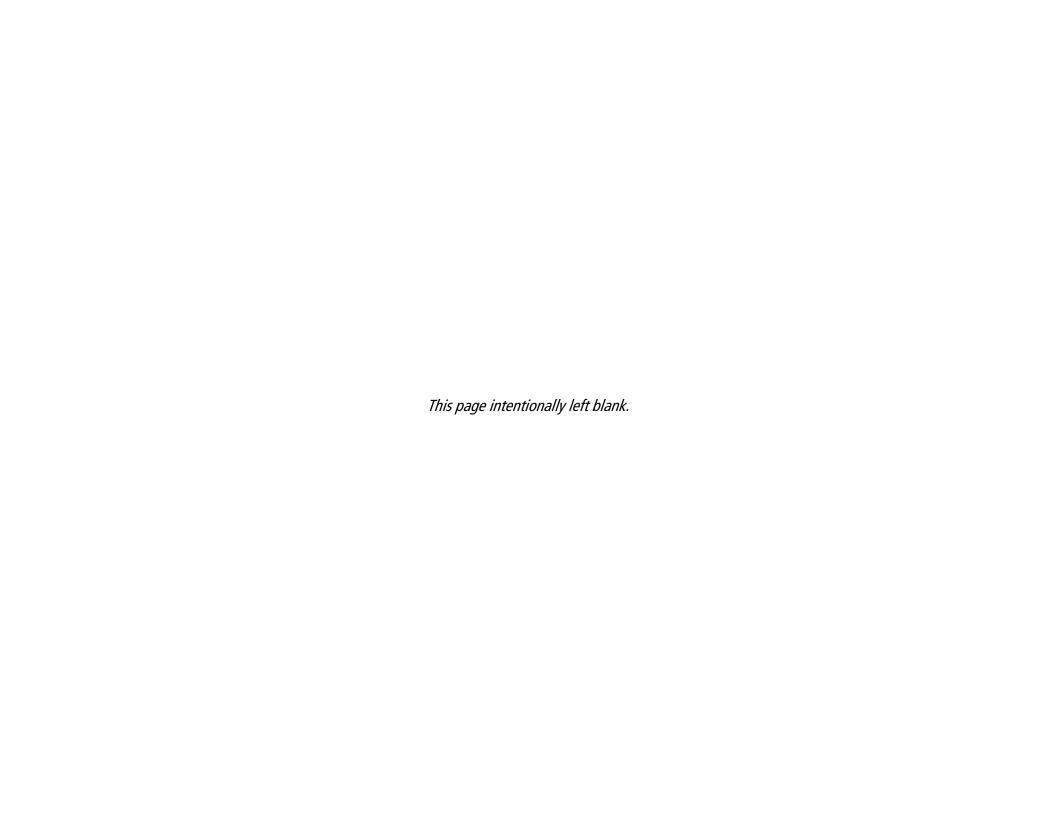
	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	92	92	92	81	85
TOTAL	92	92	92	81	85
<u>HOURS</u>				<u> </u>	
Operating Hours	157,360	163,135	169,640	151,749	156,040
Non - Operating Hours	-	-	-	-	-
TOTAL	157,360	163,135	169,640	151,749	156,040
OPERATING EXPENSES	<u> </u>	<del></del>			
Labor Expense	6,230,662	6,515,452	6,941,674	6,058,698	6,422,660
Material Expense	27,811	26,740	25,980	31,379	26,070
Maintenance & Repair	515	5,549	5,940	-	6,000
Contract Services	17,093	(475,933)	20,004	26,450	20,400
Leases & Rentals	571,054	698,425	32,388	379,860	332,400
Travel, Training & Dues	9,755	3,972	12,312	2,141	12,000
General Expenses	276	8,865	612	8,925	1,200
TOTAL	6,857,166	6,783,070	7,038,910	6,507,453	6,820,730
NON - OPERATING EXPENSE					
Non - Operating Labor Expense	-	-	-	-	-
Non - Operating Other Expense	3,236,579	4,205,151	6,100,988	298,000	298,000
TOTAL	3,236,579	4,205,151	6,100,988	298,000	298,000

# TRANSIT OPERATIONS PLANNING



0 - 63 81 Total Positions

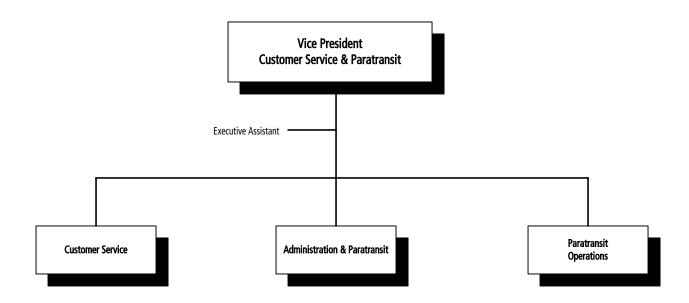
0004 PLANNING	0004 PLANNING					
	2001	2002	2003	2003	2004	
	Actual	Actual	Budget	Forecast	Budget	
POSITIONS						
Budgeted Positions	85	66	86	85	81	
TOTAL	85	66	86	85	81	
<u>HOURS</u>						
Operating Hours	148,401	167,599	160,210	164,630	152,601	
Non - Operating Hours	632	<u> </u>	632	111_	111	
TOTAL	149,033	167,599	160,842	164,741	152,712	
OPERATING EXPENSES						
Labor Expense	5,487,334	6,407,854	6,391,675	6,353,750	6,125,365	
Material Expense	46,280	66,086	59,648	72,287	60,784	
Utilities	-	-	-	-	-	
Maintenance & Repair	-	822	-	900	-	
Advertising & Promotion	9,877	13,000	9,876	15,624	9,600	
Contract Services	96,268	42,987	298,284	590,471	296,400	
Leases & Rentals	-	-	-	-	-	
Travel, Training & Dues	21,814	28,112	63,759	27,773	33,100	
General Expenses	16,578	27,951	20,591	24,828	20,400	
TOTAL	5,678,151	6,586,812	6,843,833	7,085,633	6,545,649	
NON - OPERATING EXPENSE						
Non - Operating Labor Expense	13,084	-	12,819	2,499	2,491	
Non - Operating Material Expense	-	-	-	-	-	
Non - Operating Other Expense	428,112	656,382	660,896	1,102,500	1,102,500	
TOTAL	441,196	656,382	673,715	1,104,999	1,104,991	



2004 BUDGET BY CATEGORY

0066 PARATRANSIT & CUSTOMER SERVICE		0066 PARATRANSIT & CUSTOMER SERVICE			
	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	46	46	46	46	40
TOTAL	46	46	46	46	40
<u>HOURS</u>	<del></del>	<u></u> -		<u> </u>	
Operating Hours	84,920	81,177	86,013	80,300	77,184
Non - Operating Hours	86	1,391	-	4,187	4,187
TOTAL	85,006	82,568	86,013	84,487	81,371
OPERATING EXPENSES					
Labor Expense	2,549,970	2,608,048	2,865,383	2,658,527	2,735,331
Material Expense	50,161	69,531	35,903	77,818	36,192
Electric Power - Rail Service	-	-	-	-	-
Purchase of Paratransit Services	32,313,631	36,309,149	37,214,725	40,999,716	45,112,813
Utilities	-	-	-	-	-
Maintenance & Repair	621	-	-	-	-
Advertising & Promotion	987	2,610	1,176	2,649	1,200
Contract Services	4,107	13,943	3,672	14,732	4,800
Leases & Rentals	-	-	-	-	-
Travel, Training & Dues	4,532	8,749	4,848	9,115	4,800
Warranty & Other Credits	-	-	-	-	-
General Expenses	1,633	2,832	1,596	4,287	1,200
TOTAL	34,925,642	39,014,862	40,127,303	43,766,844	47,896,336
NON - OPERATING EXPENSE					
Non - Operating Labor Expense	3,235	32,539	-	99,960	99,628
Non - Operating Other Expense		1,129		380,100	380,100
TOTAL	3,235	33,668		480,060	479,728

# TRANSIT OPERATIONS CUSTOMER SERVICE & PARATRANSIT CUSTOMER SERVICE & PARATRANSIT VICE PRESIDENT

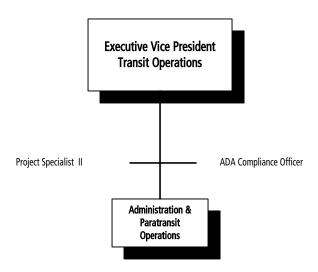


0 - 67 *2 Total Positions* 

2004 BUDGET BY CATEGORY

0067 PARATRANS &CUST SVC,VP			0066	PARATRANSIT & CUSTOM	ER SERVICE
	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	3	-	1	2	2
TOTAL	3	-	1	2	2
<u>HOURS</u>				<u> </u>	
Operating Hours	-	736	1,872	2,384	3,760
TOTAL	-	736	1,872	2,384	3,760
OPERATING EXPENSES		<del></del>			
Labor Expense	-	41,740	59,661	134,337	219,882
Material Expense	229	77	-	677	-
Maintenance & Repair	-	-	-	-	-
Advertising & Promotion	-	-	-	-	-
Contract Services	-	20	-	-	-
Leases & Rentals	-	-	-	-	-
Travel, Training & Dues	-	-	-	45	-
General Expenses	-	249	-	300	-
TOTAL	229	42,086	59,661	135,359	219,882

# TRANSIT OPERATIONS CUSTOMER SERVICE & PARATRANSIT ADMINISTRATION & PARATRANSIT



0 - 69 *2 Total Positions* 

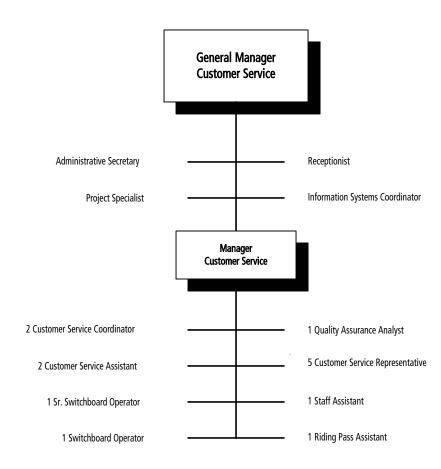
2004 BUDGET BY CATEGORY

#### 0112 ADMINISTRATION & PARATRANSIT

#### 0066 PARATRANSIT & CUSTOMER SERVICE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	3	3	3	2	2
TOTAL	3	3	3	2	2
HOURS	<u></u> -	<u> </u>			
Operating Hours	3,976	3,528	5,712	3,432	3,640
Non - Operating Hours		<u> </u>	<u> </u>	<u> </u>	
TOTAL	3,976	3,528	5,712	3,432	3,640
OPERATING EXPENSES	<u></u> -	<u> </u>			-
Labor Expense	140,468	129,449	208,544	129,286	144,974
Material Expense	-	-	-	-	-
Electric Power - Rail Service	-	-	-	-	-
Contract Services	-	-	-	13	-
Leases & Rentals	-	-	-	-	-
Travel, Training & Dues	-	-	-	-	-
General Expenses		<u> </u>	<u> </u>	<u> </u>	
TOTAL	140,468	129,449	208,544	129,299	144,974
NON - OPERATING EXPENSE	<u> </u>	<u> </u>		<u></u> -	-
Non - Operating Labor Expense	-	-	-	-	-
Non - Operating Other Expense	-	-	-	-	-
TOTAL		-	-	-	

# TRANSIT OPERATIONS CUSTOMER SERVICE & PARATRANSIT CUSTOMER SERVICE



0 - 71 *20 Total Positions* 

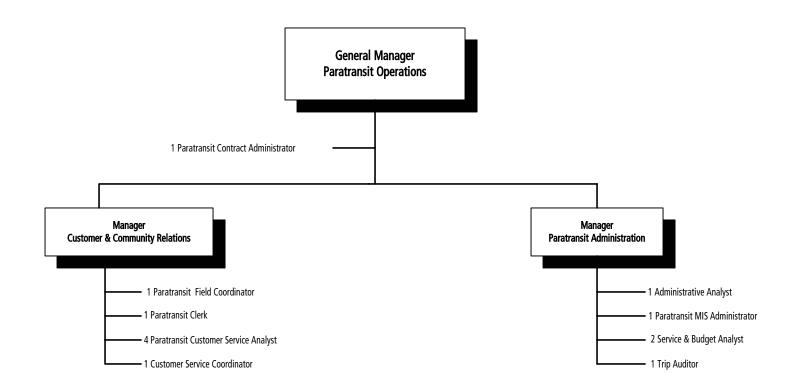
2004 BUDGET BY CATEGORY

### 0069 CUSTOMER SERVICE

### 0066 PARATRANSIT & CUSTOMER SERVICE

	2001 Actual	2002	2003	2003	2004
		Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	23	26	25	26	20
TOTAL	23	26	25	26	20
<u>HOURS</u>					·
Operating Hours	50,574	46,951	47,445	46,637	40,464
Non - Operating Hours	-	1,256	-	3,776	3,776
TOTAL	50,574	48,207	47,445	50,413	44,240
OPERATING EXPENSES					
Labor Expense	1,381,144	1,403,547	1,512,098	1,420,080	1,297,110
Material Expense	13,609	26,567	9,767	32,787	9,948
Maintenance & Repair	621	-	-	-	-
Advertising & Promotion	987	2,610	1,176	2,649	1,200
Contract Services	1,692	7,559	1,248	7,795	2,400
Leases & Rentals	-	-	-	-	-
Travel, Training & Dues	4,234	8,729	4,548	8,970	4,800
General Expenses	563	1,702	360	2,838	-
TOTAL	1,402,850	1,450,714	1,529,197	1,475,119	1,315,458
NON - OPERATING EXPENSE					
Non - Operating Labor Expense	-	27,292	-	83,643	83,365
Non - Operating Other Expense	<u>-</u> _	1,129	<u> </u>	1,200	1,200
TOTAL	-	28,421	-	84,843	84,565

# TRANSIT OPERATIONS CUSTOMER SERVICE & PARATRANSIT PARATRANSIT OPERATIONS



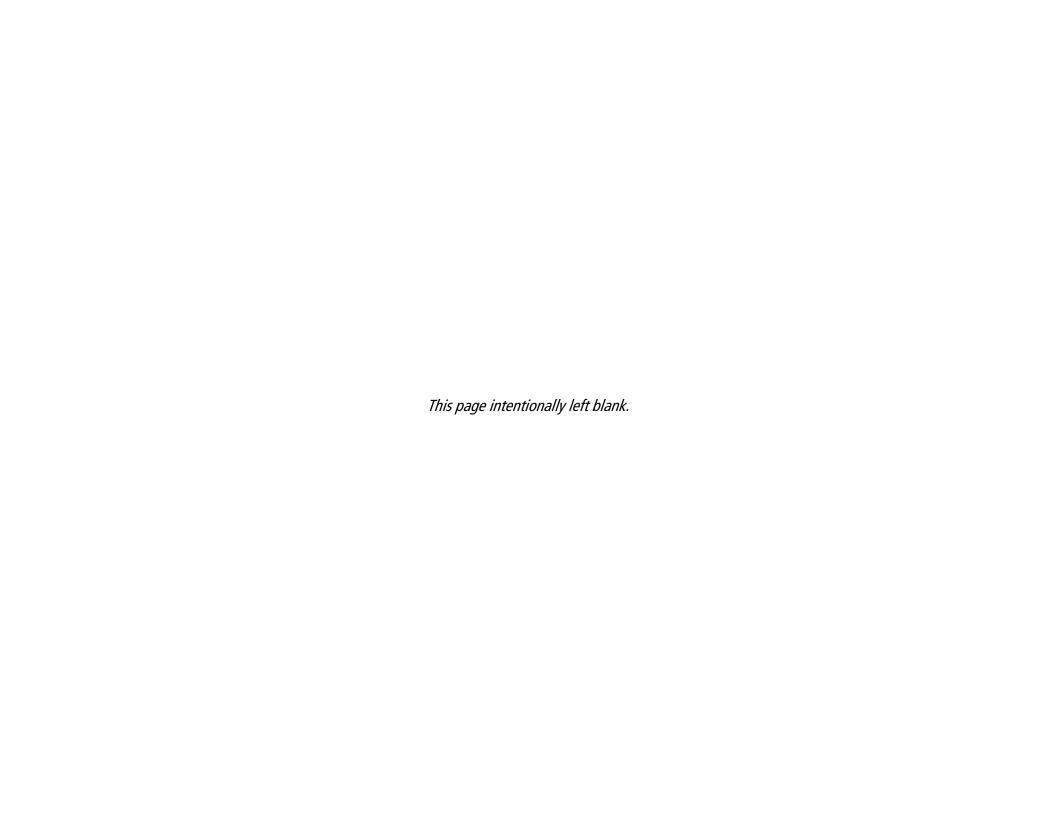
0 - 73 *16 Total Positions* 

2004 BUDGET BY CATEGORY

### 0384 PARATRANSIT OPERATIONS

#### 0066 PARATRANSIT & CUSTOMER SERVICE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
<b>Budgeted Positions</b>	17	17	17	16	16
TOTAL	17	17	17	16	16
HOURS					
Operating Hours	30,370	29,962	30,984	27,847	29,320
Non - Operating Hours	86	135	-	411	411
TOTAL	30,456	30,097	30,984	28,258	29,731
OPERATING EXPENSES			<del></del>		
Labor Expense	1,028,358	1,033,312	1,085,080	974,824	1,073,365
Material Expense	36,323	42,887	26,136	44,354	26,244
Purchase of Paratransit Services	32,313,631	36,309,149	37,214,725	40,999,716	45,112,813
Utilities	-	-	-	-	-
Contract Services	2,415	6,364	2,424	6,924	2,400
Leases & Rentals	-	-	-	-	-
Travel, Training & Dues	298	20	300	100	-
Warranty & Other Credits	-	-	-	-	-
General Expenses	1,070	881	1,236	1,149	1,200
TOTAL	33,382,095	37,392,613	38,329,901	42,027,067	46,216,022
NON - OPERATING EXPENSE			·		
Non - Operating Labor Expense	3,235	5,247	-	16,317	16,263
Non - Operating Other Expense	-	-	-	378,900	378,900
TOTAL	3,235	5,247	-	395,217	395,163



# **Construction, Engineering & Facilities Maintenance**

The Construction, Engineering, & Facilities Maintenance Group is responsible for the acquisition and maintenance of all CTA facilities.

#### **Real Estate**

Real Estate Negotiate leases, easements, and right of entry agreements for the use of property and provide real estate services

necessary to acquire property for CTA operations.

**Engineering** 

Engineering Provide design services and develop capital projects that will rehabilitate CTA's aging infrastructure and extend its

useful life at a reasonable cost. Assist outside agencies making transit improvements that benefit CTA.

Construction

Construction Oversee all capital projects and ensures that all projects stay within program guidelines. Act as liaison between

the project management oversight group and the CTA.

**Facilities Maintenance** 

System Maintenance Support Provide for the maintenance and repair of all non-revenue vehicles. Provide vehicle and equipment operators in

support of all Construction and Maintenance Group activities.

Communication Engineering & Maintenance Maintenance Maintain and repair all communication equipment including telephones, radios, public address systems, and CCTV

security systems. Provide mechanical and electrical technical support and administrator support to the

Maintenance Group.

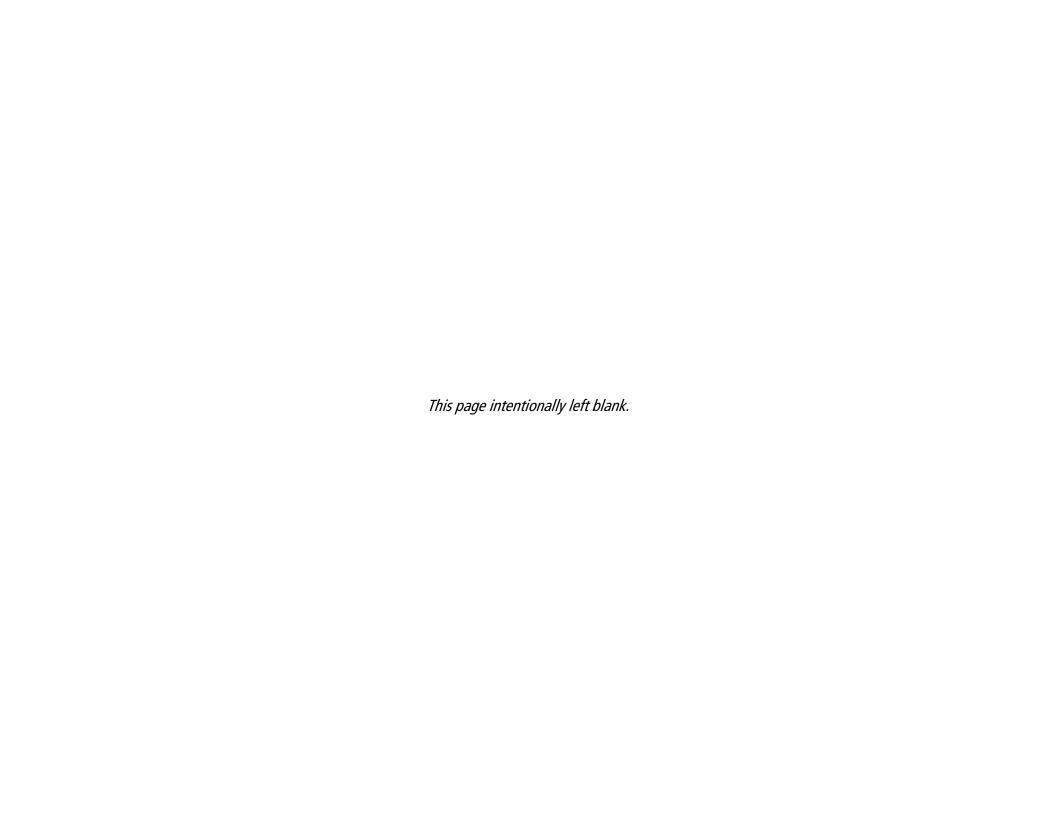
Power & Way Maintenance Provide appropriate preventative maintenance and repair to maintain the integrity of all structure, track, signal,

and power conversion and distribution systems. Complete renewal of all structure, track, signal, and power distribution systems in a timely and cost effective manner. Maintain equipment within all applicable government

and equipment manufacturer specifications.

Rail Station Appearance Provide clean and safe rail customer facilities. Maintain elevators and escalators at all properties.

Facilities Maintenance Maintain all CTA facilities. Maintain the water, storm, sewer, and pollution control systems and install all signs.

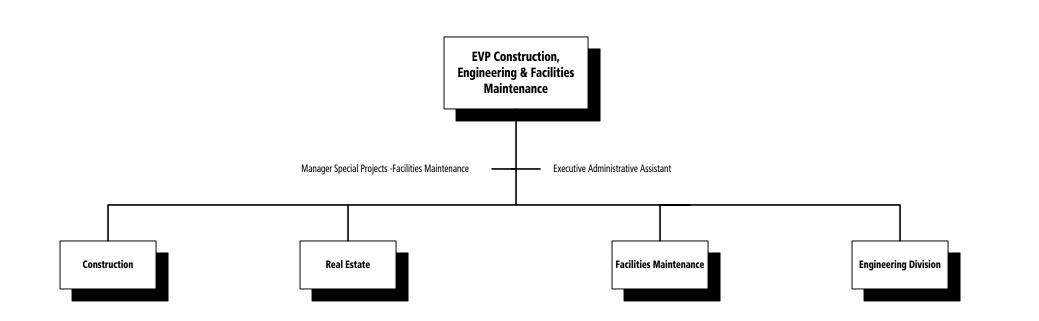


2004 BUDGET BY CATEGORY

0600 MANAGEMENT & PERFORMANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
<u>POSITIONS</u>					
Budgeted Positions	971	985	985	943	948
TOTAL	971	985	985	943	948
<u>HOURS</u>					
Operating Hours	1,857,777	1,847,587	1,797,670	1,793,176	1,677,129
Non - Operating Hours	169,606	182,171	172,551	213,603	212,074
TOTAL	2,027,383	2,029,758	1,970,221	2,006,779	1,889,203
OPERATING EXPENSES	<del></del>				<u></u>
Labor Expense	59,196,521	61,661,159	64,547,761	60,530,278	64,267,089
Material Expense	4,750,830	4,504,578	4,498,739	4,694,961	4,543,451
Security Services	736,116	780,366	747,996	730,290	747,000
Utilities	259	-	144	121	-
Maintenance & Repair	7,018,202	6,318,264	5,008,346	4,781,380	4,967,796
Advertising & Promotion	1,463,443	1,050,719	4,976,548	2,239,894	4,432,008
Contract Services	9,605,306	10,714,432	9,492,318	9,333,975	9,795,204
Leases & Rentals	468,532	227,070	403,784	389,750	445,196
Travel, Training & Dues	286,247	259,777	337,736	211,523	314,904
Warranty & Other Credits	-	-	-	-	-
General Expenses	440,917	311,248	397,945	408,740	317,100
TOTAL	83,966,373	85,827,613	90,411,317	83,320,912	89,829,748
NON - OPERATING EXPENSE	<del></del>	<u></u>	<u></u> :	<u></u> :	·
Non - Operating Labor Expense	5,230,267	6,572,829	5,108,974	8,077,209	8,298,234
Non - Operating Material Expense	-	4,307	43	4,800	4,917
Non - Operating Other Expense	11,261,966	28,945,070	13,266,481	35,633,200	35,541,500
TOTAL	16,492,233	35,522,206	18,375,498	43,715,209	43,844,651

# CONSTRUCTION, ENGINEERING & FACILITIES MAINTENANCE CONSTRUCTION, ENGINEERING & FACILITIES MAINTENANCE EXECUTIVE VICE PRESIDENT



0 - 79 3 Total Positions

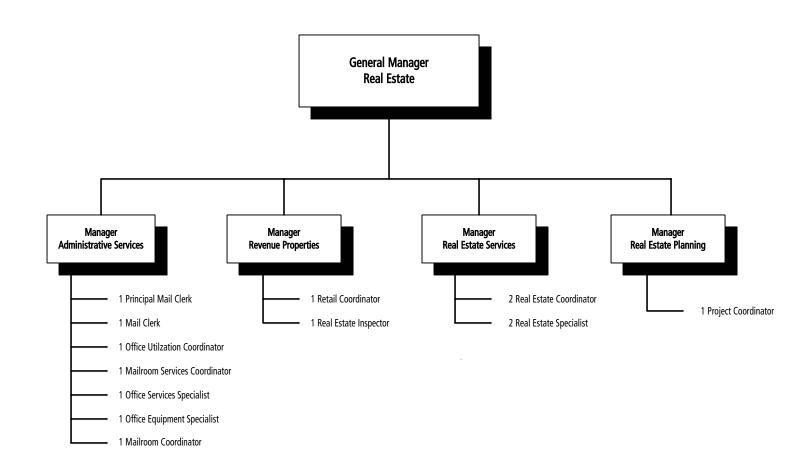
2004 BUDGET BY CATEGORY

### 0504 CONST, ENG, & FACS, EX VP

### 0503 CONSTRUCTION, ENGINEERING & FACILITIES MAINTENANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
<b>Budgeted Positions</b>	3	4	3	2	3
TOTAL	3	4	3	2	3
HOURS	<del></del>		·		
Operating Hours	6,792	7,055	5,752	7,083	5,680
TOTAL	6,792	7,055	5,752	7,083	5,680
OPERATING EXPENSES					
Labor Expense	444,205	450,555	357,450	420,133	373,020
Material Expense	5,489	7,223	5,400	7,428	6,000
Contract Services	152	-	-	-	-
Travel, Training & Dues	4,310	3,551	2,208	4,333	2,400
General Expenses	4,847	10,357	9,504	8,400	9,600
TOTAL	459,003	471,686	374,562	440,294	391,020
NON - OPERATING EXPENSE					
Non - Operating Other Expense	280,120	145,816	242,269	37,300	37,300
TOTAL	280,120	145,816	242,269	37,300	37,300

# CONSTRUCTION, ENGINEERING, & FACILITIES MAINTENANCE REAL ESTATE



0 - 81 *19 Total Positions* 

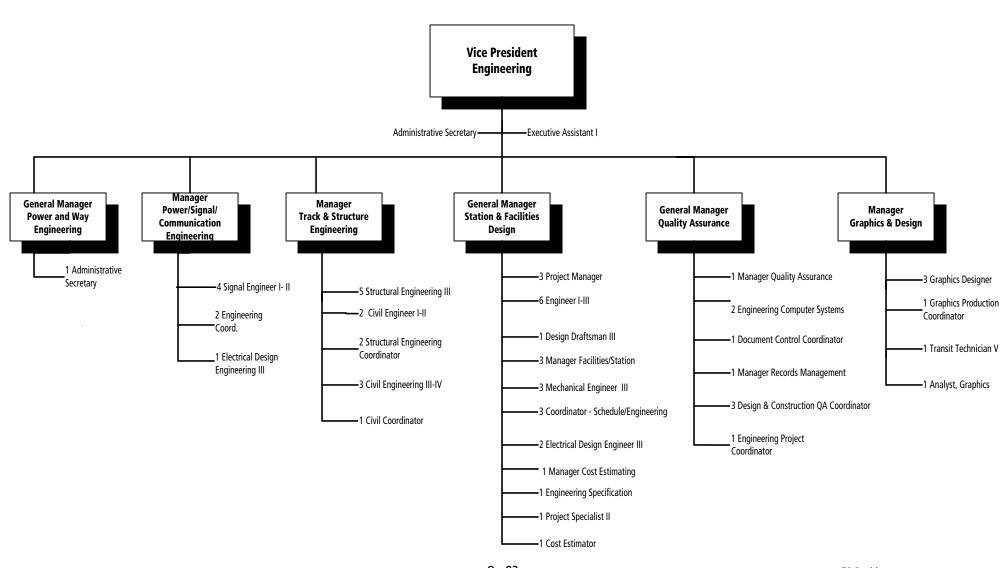
2004 BUDGET BY CATEGORY

### 0094 REAL ESTATE

### 0503 CONSTRUCTION, ENGINEERING & FACILITIES MAINTENANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS			-		
<b>Budgeted Positions</b>	23	22	22	19	19
TOTAL	23	22	22	19	19
<b>HOURS</b>	<del></del>	<u></u>		<u> </u>	
Operating Hours	35,565	37,874	40,536	37,852	35,200
TOTAL	35,565	37,874	40,536	37,852	35,200
OPERATING EXPENSES	<del></del>	<u></u>		<u> </u>	
Labor Expense	1,188,260	1,384,642	1,522,004	1,424,500	1,445,526
Material Expense	17,893	14,664	13,624	20,940	15,101
Electric Power - Rail Service	-	-	-	-	-
Utilities	286,250	231,656	325,772	236,277	300,200
Maintenance & Repair	963,031	1,051,525	1,246,813	928,687	1,246,400
Advertising & Promotion	-	808	-	1,096	-
Contract Services	363,440	487,257	413,555	476,832	413,000
Leases & Rentals	4,945,352	6,482,331	6,043,778	5,675,592	5,749,100
Travel, Training & Dues	2,000	2,411	3,919	600	2,800
Warranty & Other Credits	-	-	-	-	-
General Expenses	2,953	4,610	3,168	2,994	2,000
TOTAL	7,769,179	9,659,904	9,572,633	8,767,518	9,174,127
NON - OPERATING EXPENSE	<del></del> _		<del></del>		<del>_</del>
Non - Operating Other Expense	1,328,583	10,675,644	3,291,808	6,333,200	17,506,516
TOTAL	1,328,583	10,675,644	3,291,808	6,333,200	17,506,516

# CONSTRUCTION, ENGINEERING, & FACILITIES MAINTENANCE ENGINEERING

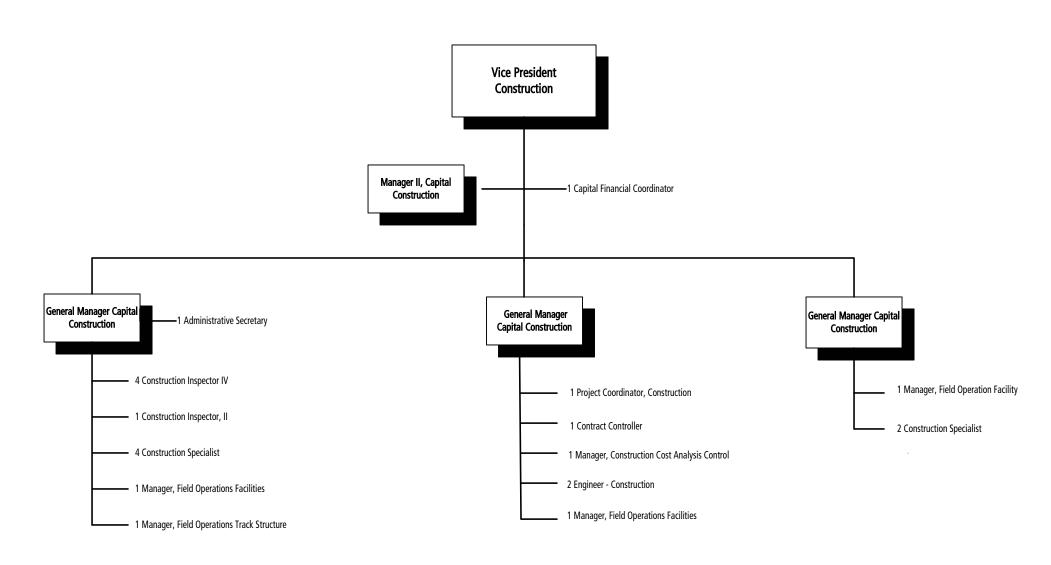


0 - 83 *70 Positions* 

2004 BUDGET BY CATEGORY

0940 ENGINEERING	0940 ENGINEERING						
	2001	2002	2003	2003	2004		
	Actual	Actual	Budget	Forecast	Budget		
<u>POSITIONS</u>							
Budgeted Positions	71	72	72	67	70		
TOTAL	71	72	72	67	70		
<u>HOURS</u>							
Operating Hours	73,037	77,047	68,914	66,643	69,497		
Non - Operating Hours	65,094	76,338	64,820	85,450	85,450		
TOTAL	138,131	153,385	133,734	152,093	154,947		
OPERATING EXPENSES							
Labor Expense	3,110,696	3,289,681	3,822,286	2,965,662	2,908,719		
Material Expense	89,775	93,453	102,150	67,874	100,349		
Maintenance & Repair	1,795	6,597	948	36,482	7,200		
Advertising & Promotion	18,764	72,620	13,729	189,210	13,800		
Contract Services	1,609	1,590	1,452	16,964	1,200		
Leases & Rentals	75	-	75	-	-		
Travel, Training & Dues	39,182	39,750	33,889	21,278	35,200		
General Expenses	7,768	12,047	15,847	3,987	16,000		
TOTAL	3,269,664	3,515,738	3,990,376	3,301,457	3,082,468		
NON - OPERATING EXPENSE							
Non - Operating Labor Expense	2,428,977	2,811,866	2,413,683	3,115,518	3,105,155		
Non - Operating Material Expense	3,658	6,029	1,747	7,200	8,244		
Non - Operating Other Expense	79,542,733	199,328,370	332,792,056	250,089,800	250,089,800		
TOTAL	81,975,368	202,146,265	335,207,486	253,212,518	253,203,199		

# CONSTRUCTION, ENGINEERING, & FACILITIES MAINTENANCE CONSTRUCTION



0 - 85 *27 Positions* 

2004 BUDGET BY CATEGORY

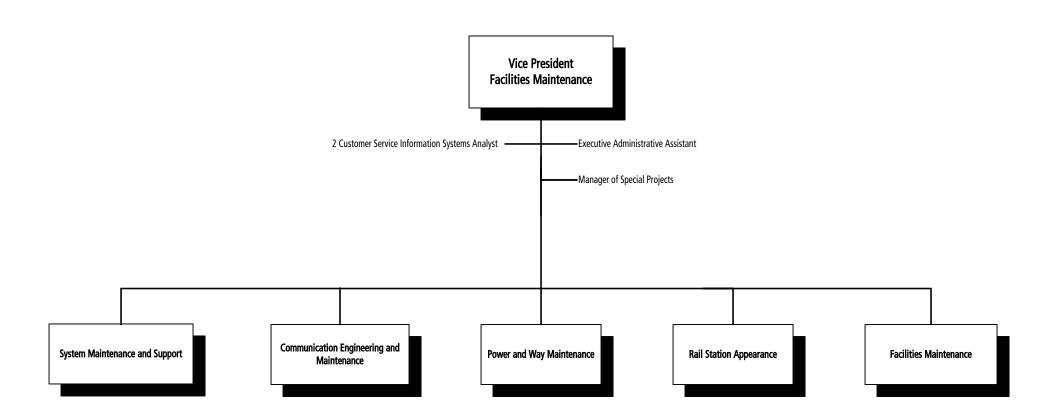
0960 CONSTRUCTION	0960 CONSTRUCTION						
	2001	2002	2003	2003	2004		
	Actual	Actual	Budget	Forecast	Budget		
POSITIONS							
<b>Budgeted Positions</b>	28	28	29	27	27		
TOTAL	28	28	29	27	27		
<u>HOURS</u>							
Operating Hours	30,394	33,774	35,423	33,196	27,232		
Non - Operating Hours	19,712	20,413	19,381	20,337	15,899		
TOTAL	50,106	54,187	54,804	53,533	43,131		
OPERATING EXPENSES							
Labor Expense	1,378,648	1,574,708	1,789,488	1,530,453	1,376,459		
Material Expense	24,291	22,340	43,861	16,387	43,128		
Maintenance & Repair	-	3,915	-	-	-		
Contract Services	-	14	-	143	-		
Travel, Training & Dues	2,118	6,306	5,964	2,136	6,000		
Warranty & Other Credits	(80,815)	(122,859)	(99,362)	(127,125)	(102,300)		
General Expenses	18,712	34,715	31,143	24,932	25,000		
TOTAL	1,342,954	1,519,139	1,771,094	1,446,926	1,348,287		
NON - OPERATING EXPENSE							
Non - Operating Labor Expense	717,828	714,034	773,633	749,259	620,181		
Non - Operating Material Expense	14,469	15,198	15,901	6,800	4,008		
Non - Operating Other Expense	13,579,932	6,567,905	15,879,625	7,948,700	7,948,700		
TOTAL	14,312,229	7,297,137	16,669,159	8,704,759	8,572,889		

We will seek out and encourage employees who nnovative initiate change, improvement, learning and advancement of our goals.

2004 BUDGET BY CATEGORY

0500 FACILITIES MAINTENANCE	0500 FACILITIES MAINTENANCE						
	2001	2002	2003	2003	2004		
	Actual	Actual	Budget	Forecast	Budget		
<u>POSITIONS</u>							
Budgeted Positions	1,361	1,368	1,371	1,268	1,350		
TOTAL	1,361	1,368	1,371	1,268	1,350		
<b>HOURS</b>							
Operating Hours	2,287,893	2,246,278	2,184,313	2,200,941	2,184,140		
Non - Operating Hours	663,799	678,038	573,831	670,600	659,189		
TOTAL	2,951,692	2,924,316	2,758,144	2,871,541	2,843,329		
OPERATING EXPENSES							
Labor Expense	75,162,195	76,501,222	80,124,651	74,601,850	83,455,515		
Material Expense	11,121,951	9,239,532	10,192,778	8,788,048	9,730,440		
Diesel Fuel - Revenue Vehicles	-	-	-	-	-		
Electric Power - Rail Service	21,834,681	21,061,704	21,295,717	20,100,222	21,999,901		
Utilities	18,374,667	17,784,398	18,328,364	16,612,661	16,527,000		
Maintenance & Repair	5,572,282	7,281,210	5,023,604	5,056,023	5,483,896		
Advertising & Promotion	38	982	960	116	1,200		
Contract Services	111,956	34,707	86,400	30,779	85,200		
Leases & Rentals	28,653	126,871	747,228	249,140	246,396		
Travel, Training & Dues	43,897	71,945	77,788	56,735	86,400		
Warranty & Other Credits	-	-	-	-	-		
General Expenses	202,833	293,960	243,758	340,636	241,500		
TOTAL	132,453,153	132,396,531	136,121,248	125,836,210	137,857,448		
NON - OPERATING EXPENSE							
Non - Operating Labor Expense	23,004,200	24,512,755	24,949,975	24,831,828	24,749,223		
Non - Operating Material Expense	1,593,341	1,533,428	1,193,250	1,888,500	1,958,293		
Non - Operating Other Expense	9,621,579	8,242,327	10,327,491	11,460,500	11,460,500		
TOTAL	34,219,120	34,288,510	36,470,716	38,180,828	38,168,016		

# CONSTRUCTION, ENGINEERING & FACILITIES MAINTENANCE FACILITIES MAINTENANCE VICE PRESIDENT



0 - 89 5 Total Positions

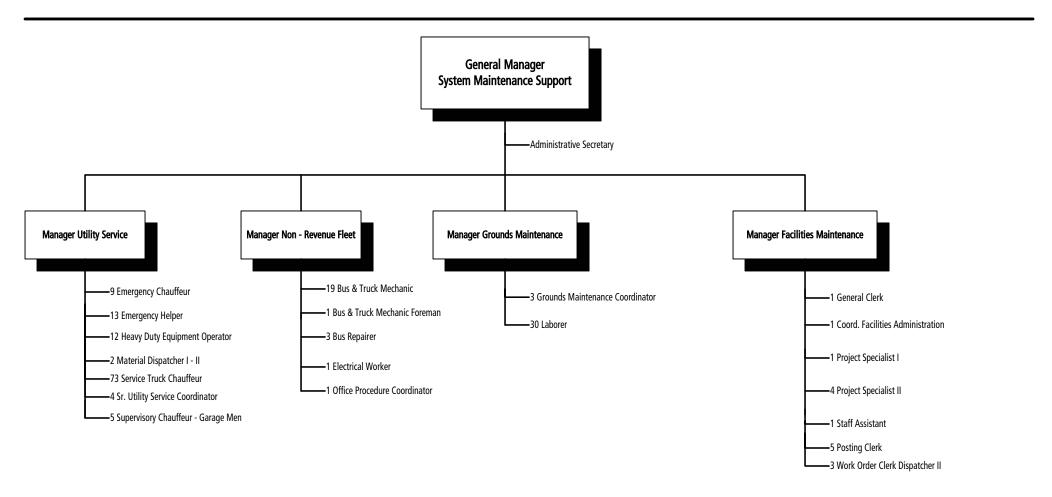
### 2004 BUDGET BY CATEGORY

### 0502 FACILITIES MAINTENANCE, VP

### 0500 FACILITIES MAINTENANCE

	2001 Actual	2002	2003	2003	2004
		Actual	Budget	Forecast	Budget
POSITIONS					
<b>Budgeted Positions</b>	4	4	8	6	5
TOTAL	4	4	8	6	5
<u>HOURS</u>		<del></del>			
Operating Hours	9,368	10,478	15,527	10,544	9,480
TOTAL	9,368	10,478	15,527	10,544	9,480
OPERATING EXPENSES		<del></del>			
Labor Expense	440,718	487,278	716,854	474,519	454,493
Material Expense	6,480	10,183	3,929	14,181	2,400
Maintenance & Repair	-	-	-	-	-
Contract Services	-	462	-	500	-
Travel, Training & Dues	3,304	2,753	27,100	3,800	37,200
General Expenses	1,053	12,202	1,620	15,738	1,200
TOTAL	451,555	512,878	749,503	508,738	495,293
NON - OPERATING EXPENSE					
Non - Operating Other Expense	33,750	33,750	33,750	33,800	33,800
TOTAL	33,750	33,750	33,750	33,800	33,800

# CONSTRUCTION, ENGINEERING & FACILITIES MAINTENANCE FACILITIES MAINTENANCE SYSTEM MAINTENANCE SUPPORT



0 - 91 *198 Positions* 

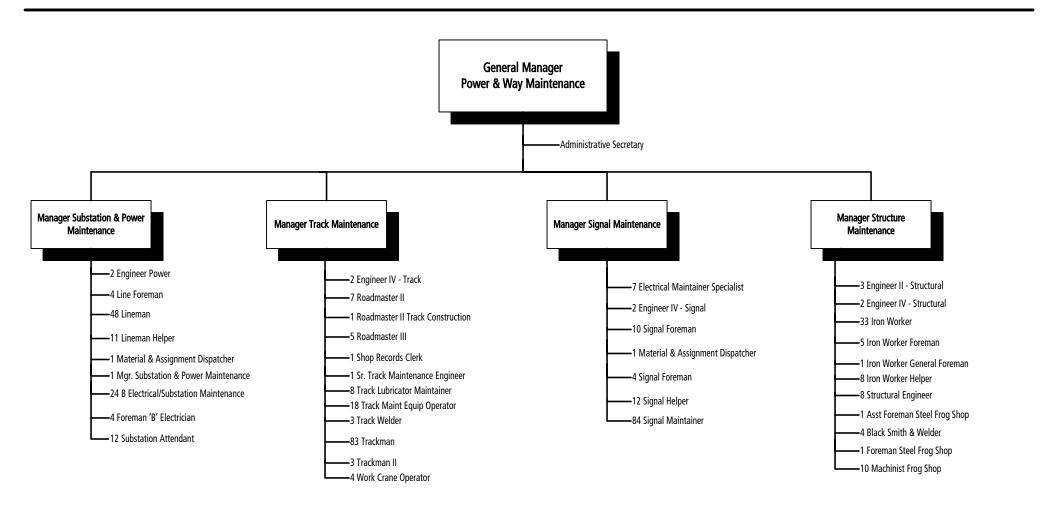
2004 BUDGET BY CATEGORY

### 0530 SYSTEM MTC SUPPORT

### 0500 FACILITIES MAINTENANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	208	210	203	204	198
TOTAL	208	210	203	204	198
<u>HOURS</u>					·
Operating Hours	403,177	395,668	328,781	389,647	369,480
Non - Operating Hours	25,667	24,427	26,220	28,637	28,637
TOTAL	428,844	420,095	355,001	418,284	398,117
OPERATING EXPENSES					
Labor Expense	12,692,020	12,937,414	11,096,545	12,968,252	13,145,717
Material Expense	1,158,458	1,006,794	1,124,565	956,353	1,207,151
Diesel Fuel - Revenue Vehicles	-	-	-	-	-
Utilities	-	-	-	-	-
Maintenance & Repair	1,352,954	1,310,438	1,029,792	1,201,220	998,700
Advertising & Promotion	20	22	-	116	-
Contract Services	4,740	3,266	4,296	3,962	3,600
Leases & Rentals	2,052	-	1,608	-	1,200
Travel, Training & Dues	2,872	3,603	3,360	9,561	3,600
General Expenses	11,399	8,221	9,288	13,144	8,400
TOTAL	15,224,515	15,269,758	13,269,454	15,152,608	15,368,368
NON - OPERATING EXPENSE					·
Non - Operating Labor Expense	779,720	805,221	815,606	980,784	977,522
Non - Operating Material Expense	(33,294)	(13,744)	(35,311)	-	-
Non - Operating Other Expense	3,372,700	1,596,620	3,517,530	3,092,400	3,092,400
TOTAL	4,119,126	2,388,097	4,297,825	4,073,184	4,069,922

# CONSTRUCTION, ENGINEERING & FACILITIES MAINTENANCE FACILITIES MAINTENANCE POWER & WAY MAINTENANCE



0 - 93 *445 Total Positions* 

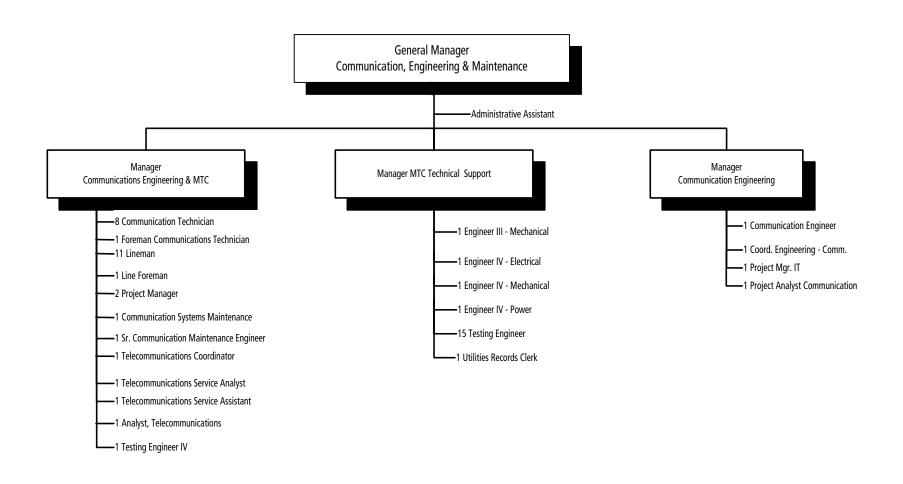
2004 BUDGET BY CATEGORY

### 0540 POWER & WAY MTC

### 0500 FACILITIES MAINTENANCE

2001	2002	2003	2003	2004
Actual	Actual	Budget	Forecast	Budget
454	451	451	375	445
454	451	451	375	445
650,314	613,012	674,721	582,323	611,536
456,274	525,460	380,000	540,417	532,461
1,106,588	1,138,472	1,054,721	1,122,740	1,143,997
22,868,493	22,274,998	24,666,086	21,081,902	24,716,631
3,741,295	2,782,058	3,031,291	2,415,936	3,062,129
•	-	-	-	-
551,034	418,267	509,156	246,668	511,500
-	960	960	-	1,200
275	28	276	258	-
16,760	-	16,764	-	16,800
16,354	15,513	18,708	8,241	18,000
78,254	109,187	107,966	121,386	108,300
27,272,465	25,601,011	28,351,207	23,874,391	28,434,560
16,117,109	19,157,956	17,803,977	20,023,458	19,956,849
1,010,975	1,528,560	732,823	1,829,000	1,890,162
3,261,416	2,869,231	2,996,608	3,758,400	3,758,400
20,389,500	23,555,747	21,533,408	25,610,858	25,605,411
	454 454 454 650,314 456,274 1,106,588 22,868,493 3,741,295 - 551,034 - 275 16,760 16,354 78,254 27,272,465 16,117,109 1,010,975 3,261,416	Actual       Actual         454       451         454       451         650,314       613,012         456,274       525,460         1,106,588       1,138,472         22,868,493       22,274,998         3,741,295       2,782,058         -       -         551,034       418,267         -       960         275       28         16,760       -         16,354       15,513         78,254       109,187         27,272,465       25,601,011         16,117,109       19,157,956         1,010,975       1,528,560         3,261,416       2,869,231	Actual         Actual         Budget           454         451         451           454         451         451           650,314         613,012         674,721           456,274         525,460         380,000           1,106,588         1,138,472         1,054,721           22,868,493         22,274,998         24,666,086           3,741,295         2,782,058         3,031,291           -         -         -           551,034         418,267         509,156           -         960         960           275         28         276           16,760         -         16,764           16,354         15,513         18,708           78,254         109,187         107,966           27,272,465         25,601,011         28,351,207           16,117,109         19,157,956         17,803,977           1,010,975         1,528,560         732,823           3,261,416         2,869,231         2,996,608	Actual         Actual         Budget         Forecast           454         451         451         375           454         451         451         375           650,314         613,012         674,721         582,323           456,274         525,460         380,000         540,417           1,106,588         1,138,472         1,054,721         1,122,740           22,868,493         22,274,998         24,666,086         21,081,902           3,741,295         2,782,058         3,031,291         2,415,936           -         -         -         -           551,034         418,267         509,156         246,668           -         960         960         -           275         28         276         258           16,760         -         16,764         -           16,354         15,513         18,708         8,241           78,254         109,187         107,966         121,386           27,272,465         25,601,011         28,351,207         23,874,391           16,117,109         19,157,956         17,803,977         20,023,458           1,010,975         1,528,560         732,823 </td

# CONSTRUCTION, ENGINEERING & FACILITIES MAINTENANCE FACILITIES MAINTENANCE COMMUNICATION, ENGINEERING & MAINTENANCE



0 - 95 *59 Positions* 

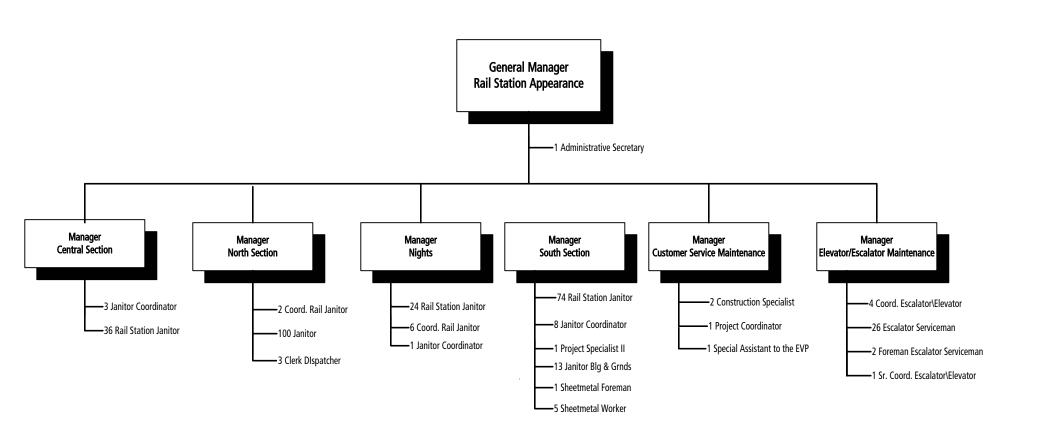
### 2004 BUDGET BY CATEGORY

### 0523 COMMUNICATION, ENGINEERING & FACILITIES MTC

### 0500 FACILITIES MAINTENANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
<b>Budgeted Positions</b>	50	50	58	58	59
TOTAL	50	50	58	58	59
<u>HOURS</u>		<del></del>			
Operating Hours	90,829	105,054	107,380	101,269	101,520
Non - Operating Hours	7,467	8,399	8,719	9,231	8,231
TOTAL	98,296	113,453	116,099	110,500	109,751
OPERATING EXPENSES		<del></del>			
Labor Expense	3,536,142	4,342,944	4,448,670	4,281,155	4,553,033
Material Expense	369,647	585,153	431,284	378,736	432,818
Electric Power - Rail Service	21,834,681	21,061,704	21,295,717	20,100,222	21,999,901
Utilities	11,355,009	11,873,197	12,590,832	12,130,915	11,527,000
Maintenance & Repair	626,599	818,502	995,708	709,991	854,896
Advertising & Promotion	18	-	-	-	-
Contract Services	-	561	-	1,253	-
Leases & Rentals	1,590	126,871	726,588	249,140	225,996
Travel, Training & Dues	15,759	32,994	26,124	22,800	25,200
General Expenses	13,703	29,434	25,944	32,793	24,000
TOTAL	37,753,148	38,871,360	40,540,867	37,907,005	39,642,844
NON - OPERATING EXPENSE		<del></del>			
Non - Operating Labor Expense	276,157	350,126	329,706	393,372	392,063
Non - Operating Material Expense	-	-	-	-	-
Non - Operating Other Expense	2,343,667	1,992,341	3,089,148	1,577,400	1,577,400
TOTAL	2,619,824	2,342,467	3,418,854	1,970,772	1,969,463

# CONSTRUCTION, ENGINEERING & FACILITIES MAINTENANCE FACILITIES MAINTENANCE RAIL STATION APPEARANCE



0 - 97 321 Total Positions

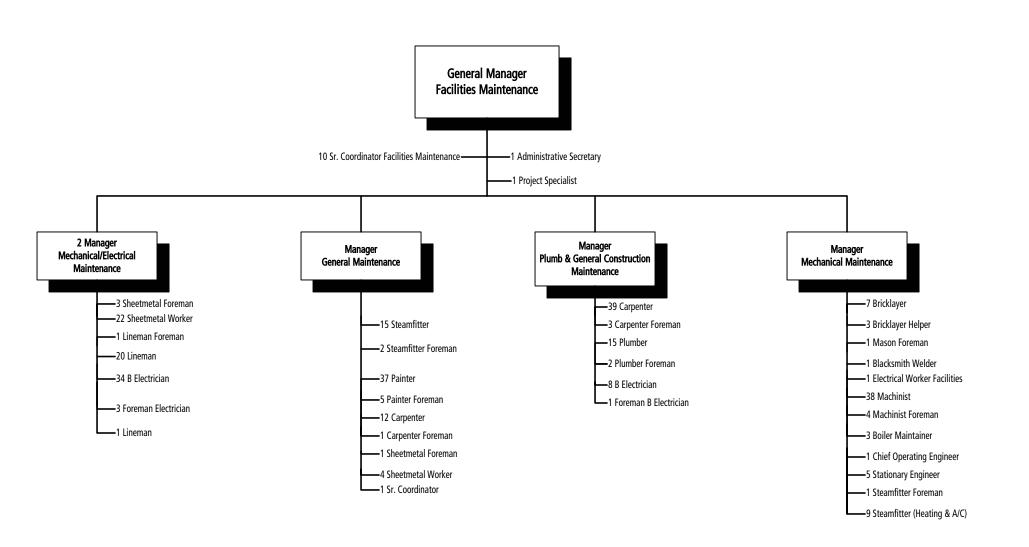
2004 BUDGET BY CATEGORY

### 0575 CUSTOMER FACILITIES MTC

### 0500 FACILITIES MAINTENANCE

Actua	Actual			
		Budget	Forecast	Budget
POSITIONS				
Budgeted Positions 3	18 326	324	318	321
TOTAL	18 326	324	318	321
HOURS	<del></del>	_		
Operating Hours 617,2	623,483	603,103	609,275	601,000
Non - Operating Hours 11,0	21 2,712	5,782	4,846	4,846
TOTAL 628,2	626,195	608,885	614,121	605,846
OPERATING EXPENSES				
Labor Expense 17,046,6	17,854,152	17,625,596	16,547,865	18,364,613
Material Expense 1,288,6	1,342,913	1,296,252	1,606,273	1,315,722
Maintenance & Repair 1,941,3	4,101,321	1,470,384	2,471,183	2,500,000
Contract Services 14,7	70 8,190	13,464	6,091	13,200
Leases & Rentals 1,6	28 -	-	-	-
Travel, Training & Dues	- 11,672	2,352	11,233	2,400
General Expenses 15,4	24 30,098	21,444	30,500	22,800
TOTAL 20,307,5	23,348,346	20,429,492	20,673,145	22,218,735
NON - OPERATING EXPENSE				
Non - Operating Labor Expense 383,5	59 130,664	195,170	245,343	244,527
Non - Operating Material Expense 77,2	23 134	63,825	-	-
Non - Operating Other Expense 50,3	1,319,859	19,875	2,574,300	2,574,300
TOTAL 511,7	1,450,657	278,870	2,819,643	2,818,827

# CONSTRUCTION, ENGINEERING & FACILITIES MAINTENANCE FACILITIES MAINTENANCE



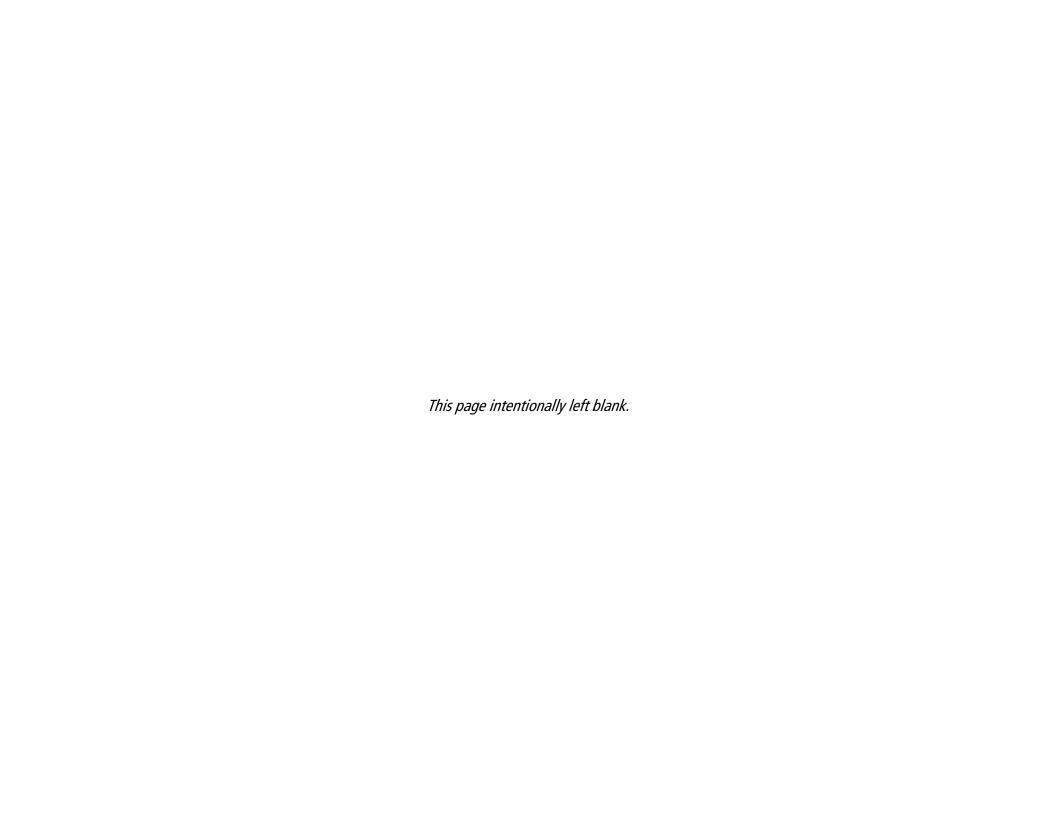
0 - 99 *322 Total Positions* 

2004 BUDGET BY CATEGORY

### 0580 FACILITIES MAINTENANCE

### 0500 FACILITIES MAINTENANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	327	327	327	307	322
TOTAL	327	327	327	307	322
<u>HOURS</u>					
Operating Hours	516,970	498,583	454,801	507,883	491,124
Non - Operating Hours	163,370	117,040	153,110	87,469	85,014
TOTAL	680,340	615,623	607,911	595,352	576,138
OPERATING EXPENSES					
Labor Expense	18,578,134	18,604,436	21,570,900	19,248,157	22,221,028
Material Expense	4,557,409	3,512,431	4,305,457	3,416,569	3,710,220
Utilities	7,019,658	5,911,201	5,737,532	4,481,746	5,000,000
Maintenance & Repair	1,100,323	632,682	1,018,564	426,961	618,800
Advertising & Promotion	-	-	-	•	-
Contract Services	92,771	22,200	68,364	18,715	68,400
Leases & Rentals	6,623	-	2,268	•	2,400
Travel, Training & Dues	5,608	5,410	144	1,100	-
Warranty & Other Credits	-	-	-	•	-
General Expenses	83,000	104,818	77,496	127,075	76,800
TOTAL	31,443,526	28,793,178	32,780,725	27,720,323	31,697,648
NON - OPERATING EXPENSE				<del></del>	
Non - Operating Labor Expense	5,447,655	4,068,788	5,805,516	3,188,871	3,178,262
Non - Operating Material Expense	538,437	18,478	431,913	59,500	68,131
Non - Operating Other Expense	559,661	430,526	670,580	424,200	424,200
TOTAL	6,545,753	4,517,792	6,908,009	3,672,571	3,670,593



### **Management & Performance**

The Management & Performance Group provides support to all departments of the agency. This group affects change throughout the entire agency, provides critical services to our over 11,000 employees, and is responsible for ensuring compliance with streamlining, cost saving, performance, and efficiency goals. The driving motto for this group is "If you're not serving the customer, your job is serving someone who is."

#### **Communications**

Communications Responsible for informing our customers, the media, and the public about CTA's services, policies, and initiatives

through advertising, publications, promotions, and press coverage.

Market Development /Special Events Enhance the value of all aspects of the Authority's operation by: 1) forging business relationships; 2) developing

ridership initiatives; and 3) sponsoring special events.

#### **Government & Community Relations**

Government & Community Relations

Coordinate activities with Congress, the Illinois General Assembly, and other governmental units and key staff members on pertinent transit issues. This unit performs research activities to support the agency's endeavors.

### **DBE/EEO PROGRAM/Contract Compliance**

DBE/EEO Program/Contract Compliance

Ensure that CTA vendors, employees, and customers, are not the recipients of discriminatory practices in regard to contracting, employment opportunities, or service delivery. Increase minority and women vendor participation on CTA contracts.

#### Finance

Treasury

Maintain cash flow of all CTA funds, which includes the management, collection, reporting, reconciliation, and distribution of all CTA funds to the appropriate accounts for disbursement and investment purposes. Develop, process, reconcile, and distribute pre-paid fare instruments to our sales network. Administer sales of student permits and taxi vouchers; process applications for special user permits; and provide general cashier services. Distribute payroll checks and other disbursements.

**Accounting Operations** 

Responsible for the overall operating activities of payroll and accounts payable. The payroll section prepares payroll for active employees in accordance with the work rules of the unions and guidelines for both Federal and State law. Accounts Payable prepares all invoices for payment of purchased goods and services.

**VP Finance / Comptroller** 

Responsible for the preparation of CTA's annual operating budget, general ledger accounting (operating and capital), accounts receivable, physical accountability of the fixed assets of the Authority, financial statement preparation, external reporting, coordination of all audits, bank reconciliation, and analysis of accounts. In addition, Financial Systems maintains the automated general ledger and budget accounting systems.

Capital Investment

Develop and fosters the development of capital investment plans and programs for improvement and expansion of facilities.

#### **Human Resources**

Recruitment & Staffing

Administer the Authority's employment and placement function in accordance with Federal, State, and Local Laws and Collective Bargaining Agreements.

**Benefits** 

Responsible for management of all employee insurance programs including health, life, vision, and weekly indemnity. Administer programs related to temporarily disabled employees. Administer compliance with Family and Medical Leave Act and the Americans with Disabilities Act provisions.

Compensation & Recognition

Administer Authority's pay-for-performance merit program. Provides competitive and equitable salary structures. Distributes up-to-date job descriptions for the Authority's human resources needs.

### **Employee Relations**

**Program Compliance** 

Provide assistance to all departments of the Authority in the application of progressive discipline standards.

Industrial Relations

Creates a partnership with labor and the CTA.

#### **Technology Management**

Program Management The various Project Managers assigned to the Technology Management Vice President's office are actively planning and managing a variety of technology projects throughout the Authority. From Automated passenger

counting systems to SmartCard Technology, they are committed to ensuring the successful implementation of

cutting-edge technology throughout the CTA.

Business Network Solutions Responsible for maintaining and enhancing the Authority's network infrastructure and operations, such as

GroupWise, Norton Anti-Virus and the Novell file and print network. In addition, BNS is responsible for Internet and Intranet development and enhancements, including CTA's Web Site, Internet e-mail, Internet access, Internet Security, and remote access to the CTA network. BNS also supports and enhances the CTA's IT desktop hardware

needs including PC workstations, PDA's, laptops, printers, and information system needs.

Enterprise System Services Supports the CTA's enterprise wide systems and applications. The participation of ESS is key to the development

and transition to the Enterprise Resource Planning System (ERP) currently under way and future major IT projects

that will be undertaken by the Authority.

Revenue Equipment Tech. & Maintenance Maintain all revenue equipment and related computer systems supporting this equipment. Monitor and ensure that AFC system is properly recording ridership and fare collection information. Ensure continuous operation of

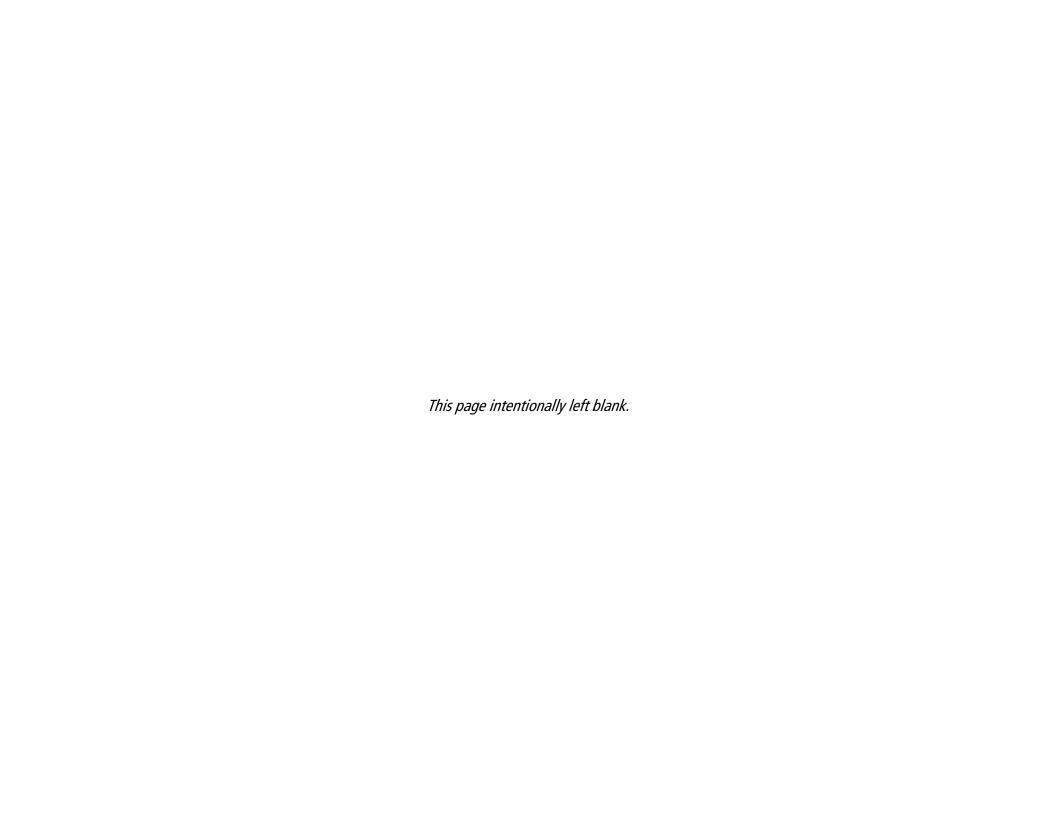
revenue equipment through deployment of maintenance forces twenty-four hours per day.

#### **Purchasing / Warehousing**

Purchasing / Warehousing Responsible for specification, preparation and maintenance, incoming material inspection, vendor performance monitoring/reporting, and document management. Maintain all purchasing/warehousing computer systems and

CTA inventory. Monitor and ensure that systems are functioning properly. Develop new initiatives to improve purchasing and warehousing. Maximize competition among bidders to provide goods, materials and services to CTA on a timely basis so that CTA's obligation to provide transit services to the public is met at the lowest possible

cost.

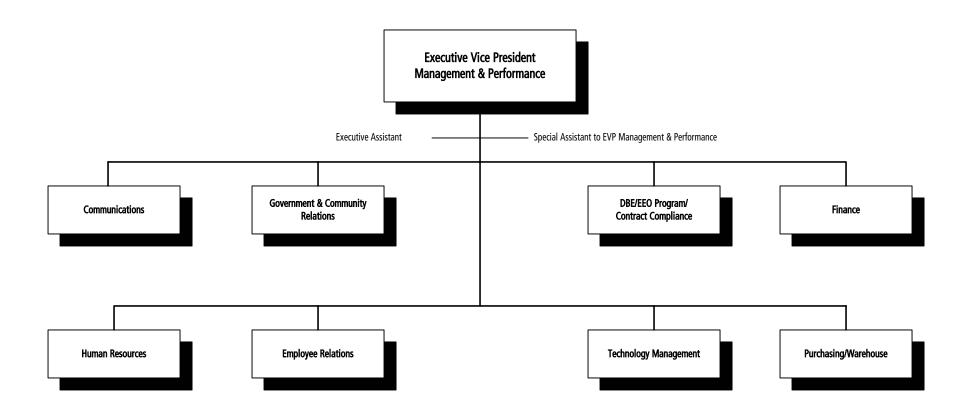


2004 BUDGET BY CATEGORY

0600 MANAGEMENT & PERFORMANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
<u>POSITIONS</u>					
Budgeted Positions	956	970	970	931	933
TOTAL	956	970	970	931	933
<u>HOURS</u>		·			
Operating Hours	1,856,825	1,847,595	1,797,670	1,793,176	1,677,129
Non - Operating Hours	147,984	158,871	149,395	191,607	190,078
TOTAL	2,004,809	2,006,466	1,947,065	1,984,783	1,867,207
OPERATING EXPENSES		·			
Labor Expense	59,196,522	61,645,041	64,547,761	60,506,083	64,267,089
Material Expense	4,750,830	4,504,578	4,498,739	4,694,961	4,543,451
Security Services	736,116	780,366	747,996	730,290	747,000
Utilities	259	-	144	121	-
Maintenance & Repair	7,018,202	6,318,264	5,008,346	4,781,380	4,967,796
Advertising & Promotion	1,463,443	1,050,719	4,976,548	2,239,894	4,432,008
Contract Services	9,605,306	10,714,432	9,492,318	9,333,975	9,795,204
Leases & Rentals	468,532	227,070	403,784	389,750	445,196
Travel, Training & Dues	286,247	259,777	337,736	211,523	314,904
Warranty & Other Credits	-	-	-	-	-
General Expenses	440,917	311,248	397,945	408,740	317,100
TOTAL	83,966,374	85,811,495	90,411,317	83,296,717	89,829,748
NON - OPERATING EXPENSE					
Non - Operating Labor Expense	4,270,665	5,603,001	4,104,417	7,150,962	7,375,068
Non - Operating Material Expense	-	4,264	-	4,800	4,917
Non - Operating Other Expense	11,261,966	28,945,070	13,266,481	35,633,200	35,541,500
TOTAL	15,532,631	34,552,335	17,370,898	42,788,962	42,921,485

# MANAGEMENT & PERFORMANCE EXECUTIVE VICE PRESIDENT



0 - 107 *3 Total Positions* 

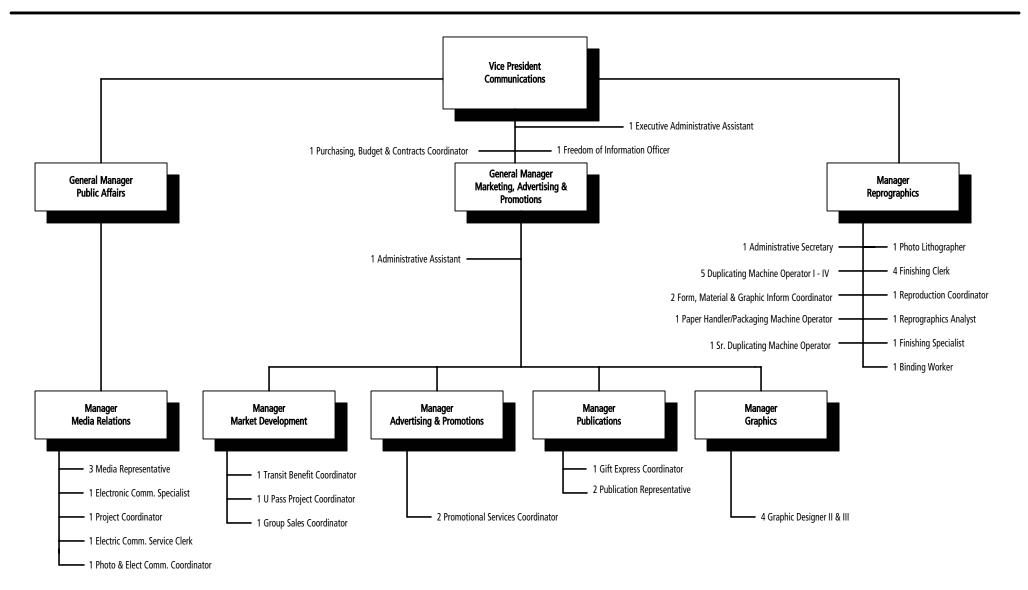
### 2004 BUDGET BY CATEGORY

### 0603 MGT & PERFORMNCE,EX VP

#### 0600 MANAGEMENT & PERFORMANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	3	3	3	3	3
TOTAL	3	3	3	3	3
HOURS	<u></u>		<del></del>		
Operating Hours	5,392	5,672	5,496	5,436	5,520
TOTAL	5,392	5,672	5,496	5,436	5,520
OPERATING EXPENSES					
Labor Expense	340,287	370,998	373,880	361,818	405,783
Material Expense	4,907	13,897	2,400	14,358	2,400
Maintenance & Repair	-	-	-	-	-
Advertising & Promotion	-	103	-	-	-
Contract Services	496	376	636	683	-
Leases & Rentals	-	-	-	-	-
Travel, Training & Dues	13,904	16,086	39,996	10,838	39,600
General Expenses	493	688	-	1,392	-
TOTAL	360,087	402,148	416,912	389,089	447,783

# MANAGEMENT & PERFORMANCE COMMUNICATIONS & MARKETING



0 - 109 *51 Total Positions* 

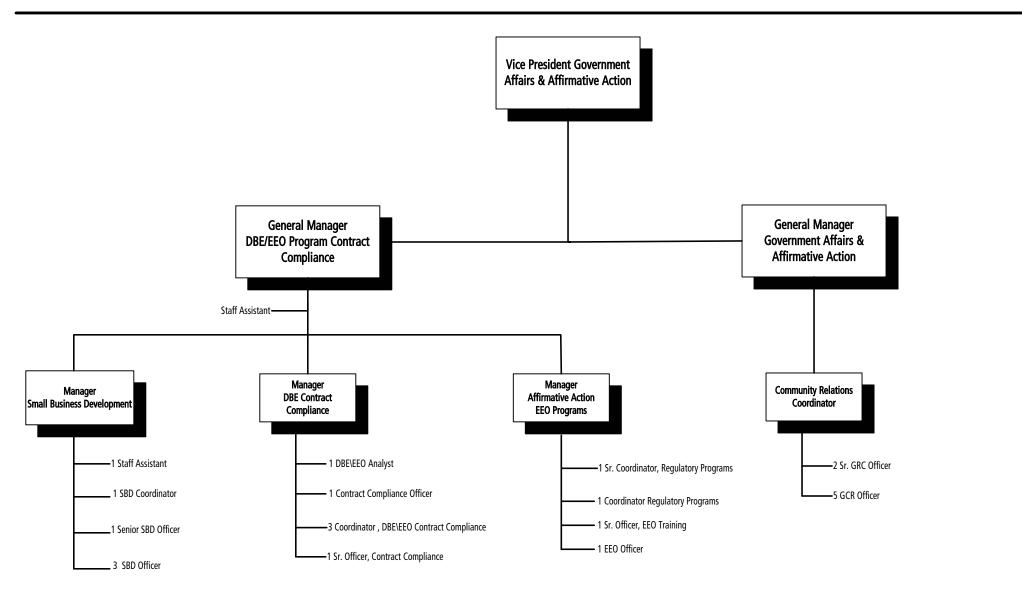
2004 BUDGET BY CATEGORY

#### 0055 COMMUNICATIONS & MKTG

#### 0600 MANAGEMENT & PERFORMANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	53	53	53	52	51
TOTAL	53	53	53	52	51
HOURS			·	·	
Operating Hours	96,884	98,658	99,099	97,069	108,632
Non - Operating Hours	2,424	6,036	3,227	7,784	4,664
TOTAL	99,308	104,694	102,326	104,853	113,296
OPERATING EXPENSES					
Labor Expense	3,317,137	3,427,530	3,531,092	3,451,141	3,768,885
Material Expense	342,461	333,245	301,802	329,247	276,511
Maintenance & Repair	193,881	319,607	350,374	342,783	349,800
Advertising & Promotion	1,418,563	986,971	4,918,964	2,159,722	4,373,908
Contract Services	321,932	846,354	375,660	377,681	399,600
Leases & Rentals	273,221	191,448	350,000	214,953	300,000
Travel, Training & Dues	11,266	16,506	21,308	(6,789)	14,900
General Expenses	5,819	30,790	22,874	25,745	6,200
TOTAL	5,884,280	6,152,451	9,872,074	6,894,483	9,489,804
NON - OPERATING EXPENSE			<u> </u>	<del></del>	
Non - Operating Labor Expense	54,797	183,180	79,756	248,136	151,492
Non - Operating Material Expense	-	3,516	-	3,600	3,600
Non - Operating Other Expense	243,528	387,617	236,840	366,900	275,200
TOTAL	298,325	574,313	316,596	618,636	430,292

# MANAGEMENT & PERFORMANCE GOVERNMENT AFFAIRS & AFFIRMATIVE ACTION



0 - 111 31 Total Positions

2004 BUDGET BY CATEGORY

0660 GOVERNMENT AFFAIRS AND AFFIRMATIVE ACTION		06	60 GOVERNMENT AFFAIRS AND AFFIRMATIVE ACTION		
	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	34	34	34	33	31
TOTAL	34	34	34	33	31
<b>HOURS</b>	<u> </u>				-
Operating Hours	45,702	45,523	46,029	43,103	43,748
Non - Operating Hours	19,781	21,750	20,000	22,037	22,037
TOTAL	65,483	67,273	66,029	65,140	65,785
OPERATING EXPENSES	<u> </u>				-
Labor Expense	1,858,420	1,891,674	2,166,864	1,860,111	2,057,604
Material Expense	26,208	20,832	22,862	19,643	27,646
Maintenance & Repair	-	20,219	10,068	18,065	9,600
Advertising & Promotion	1,009	1,622	1,008	1,800	1,200
Contract Services	439,865	474,581	499,332	503,213	500,400
Leases & Rentals	6,296	6,107	9,348	7,326	9,600
Travel, Training & Dues	47,346	40,020	50,280	31,481	62,400
General Expenses	55,182	41,246	58,572	36,835	57,600
TOTAL	2,434,326	2,496,301	2,818,334	2,478,474	2,726,050
NON - OPERATING EXPENSE		<del></del>			-
Non - Operating Labor Expense	674,369	778,931	734,999	821,142	818,410
Non - Operating Other Expense	190,855	393,715	258,528	469,400	469,400
TOTAL	865,224	1,172,646	993,527	1,290,542	1,287,810

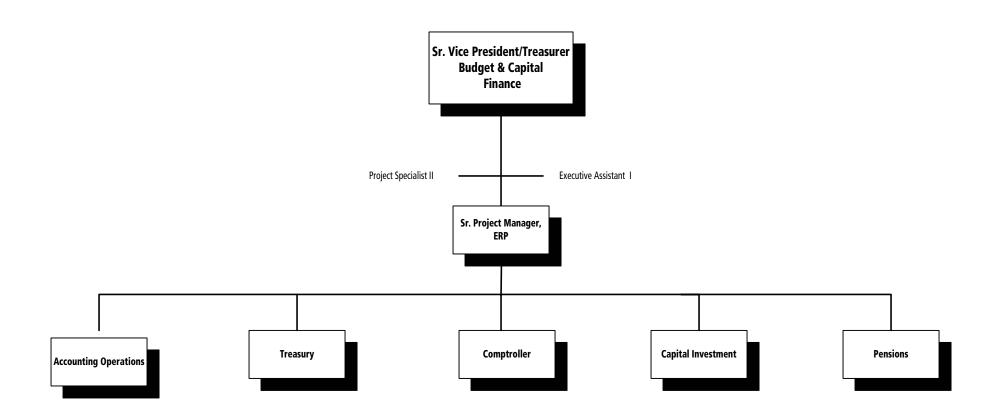
# **Results-Oriented**

We will focus on getting the job done and will derive personal satisfaction from the service we provide.

2004 BUDGET BY CATEGORY

0700 FINANCE		0	700 FINANCE					
	2001	2002	2003	2003	2004			
	Actual	Actual	Budget	Forecast	Budget			
POSITIONS								
Budgeted Positions	231	235	235	220	227			
TOTAL	231	235	235	220	227			
<u>HOURS</u>	<del></del>							
Operating Hours	327,832	327,204	370,984	317,772	338,802			
Non - Operating Hours	83,779	90,501	87,406	97,109	99,683			
TOTAL	411,611	417,705	458,390	414,881	438,485			
OPERATING EXPENSES	<del></del>							
Labor Expense	10,644,660	11,452,700	13,267,460	11,305,750	12,356,786			
Material Expense	2,678,062	2,017,333	2,522,339	1,925,394	2,489,167			
Security Services	736,116	780,366	747,996	730,290	747,000			
Utilities	57	-	-	-	-			
Maintenance & Repair	76,264	113,112	106,332	77,475	90,600			
Advertising & Promotion	2,948	461	2,948	500	2,900			
Contract Services	2,790,281	2,790,717	2,960,714	3,014,479	3,116,260			
Leases & Rentals	-	70	-	5,334	100			
Travel, Training & Dues	77,505	87,238	94,696	88,227	96,400			
Warranty & Other Credits	-	-	-	-	-			
General Expenses	27,325	14,873	26,075	17,908	19,896			
TOTAL	17,033,218	17,256,870	19,728,560	17,165,357	18,919,109			
NON - OPERATING EXPENSE								
Non - Operating Labor Expense	2,948,756	3,550,984	2,555,001	3,859,779	4,190,653			
Non - Operating Material Expense	-	-	-	400	400			
Non - Operating Other Expense	222,715	11,472,811	205,148	19,532,000	19,532,000			
TOTAL	3,171,471	15,023,795	2,760,149	23,392,179	23,723,053			

# MANAGEMENT & PERFORMANCE FINANCE SENIOR VICE PRESIDENT/TREASURER



0 - 115 *4 Total Positions* 

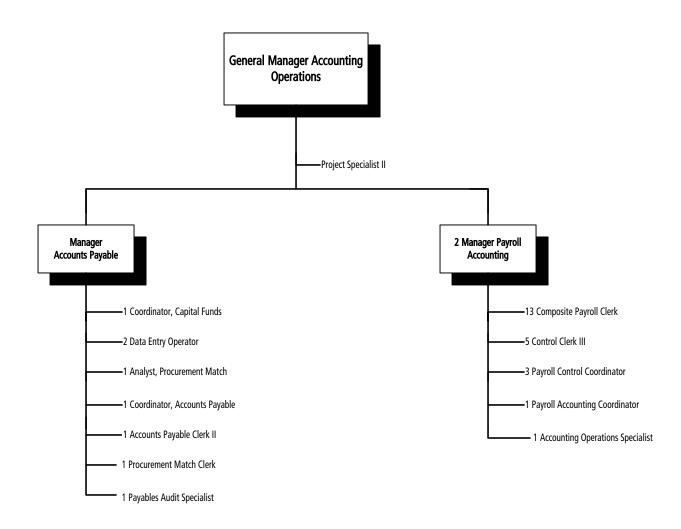
### 2004 BUDGET BY CATEGORY

0703 TREAS/BUDG/CAPTL,SR VP

0700 FINANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
<b>Budgeted Positions</b>	3	3	3	12	4
TOTAL	3	3	3	12	4
HOURS		<u> </u>	<u> </u>		
Operating Hours	7,063	7,886	16,513	7,781	8,560
Non - Operating Hours	-	5,648	-	8,240	8,240
TOTAL	7,063	13,534	16,513	16,021	16,800
OPERATING EXPENSES					
Labor Expense	362,646	331,793	434,858	359,107	485,817
Material Expense	2,174	14,735	7,327	21,643	10,140
Advertising & Promotion	-	-	-	-	-
Contract Services	-	(187,425)	-	275,329	108,000
Leases & Rentals	-	-	-	400	-
Travel, Training & Dues	56,942	51,272	43,164	53,181	43,200
General Expenses	15,816	9,115	14,040	10,407	13,200
TOTAL	437,578	219,490	499,389	720,067	660,357
NON - OPERATING EXPENSE					
Non - Operating Labor Expense	-	300,627	-	454,230	452,719
Non - Operating Material Expense	-	-	-	400	400
Non - Operating Other Expense	3,434	11,297,866	-	8,859,300	8,859,300
TOTAL	3,434	11,598,493	-	9,313,930	9,312,419

# MANAGEMENT & PERFORMANCE FINANCE ACCOUNTING OPERATIONS



0 - 117 *36 Total Positions* 

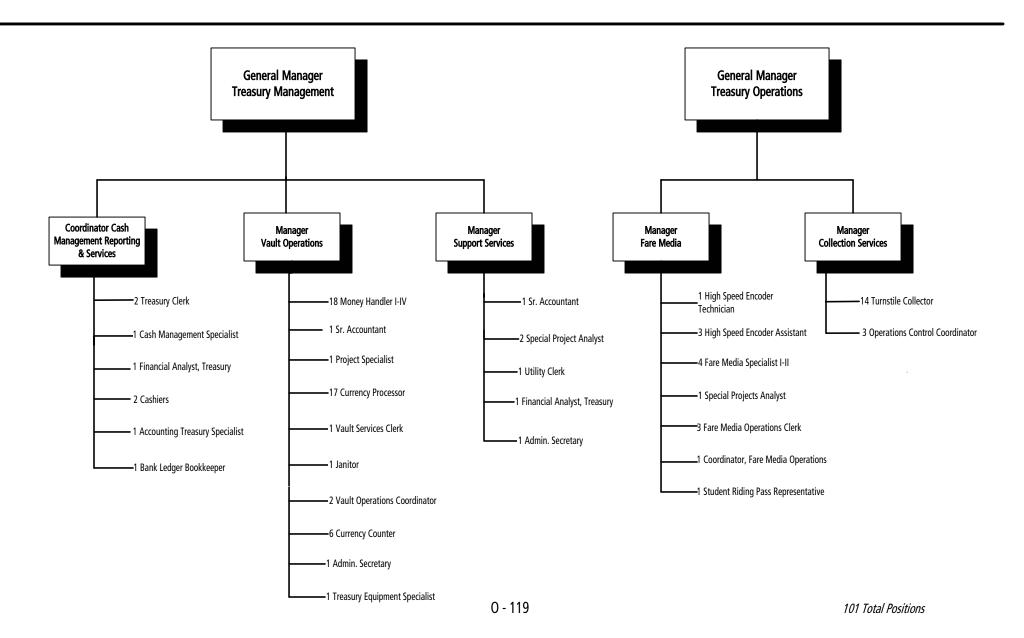
2004 BUDGET BY CATEGORY

0804 ACCOUNTING OPERATIONS

0700 FINANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
<b>Budgeted Positions</b>	38	39	39	38	36
TOTAL	38	39	39	38	36
HOURS				<del></del>	
Operating Hours	74,527	69,499	72,926	69,836	66,840
Non - Operating Hours	9	-	-	-	-
TOTAL	74,536	69,499	72,926	69,836	66,840
OPERATING EXPENSES				<del></del>	
Labor Expense	2,453,561	2,463,798	2,599,208	2,501,778	2,514,650
Material Expense	20,810	16,856	16,329	16,851	17,322
Maintenance & Repair	145	-	-	-	-
Contract Services	333	208	276	4,208	-
Leases & Rentals	-	70	-	100	100
Travel, Training & Dues	1,928	2,229	1,572	2,408	1,200
General Expenses	230	336	228	528	300
TOTAL	2,477,007	2,483,497	2,617,613	2,525,873	2,533,572
NON - OPERATING EXPENSE		<del></del>	<del></del>	<del></del>	
Non - Operating Labor Expense	244	-	-	-	-
TOTAL	244	-	-		-

# MANAGEMENT & PERFORMANCE FINANCE TREASURY

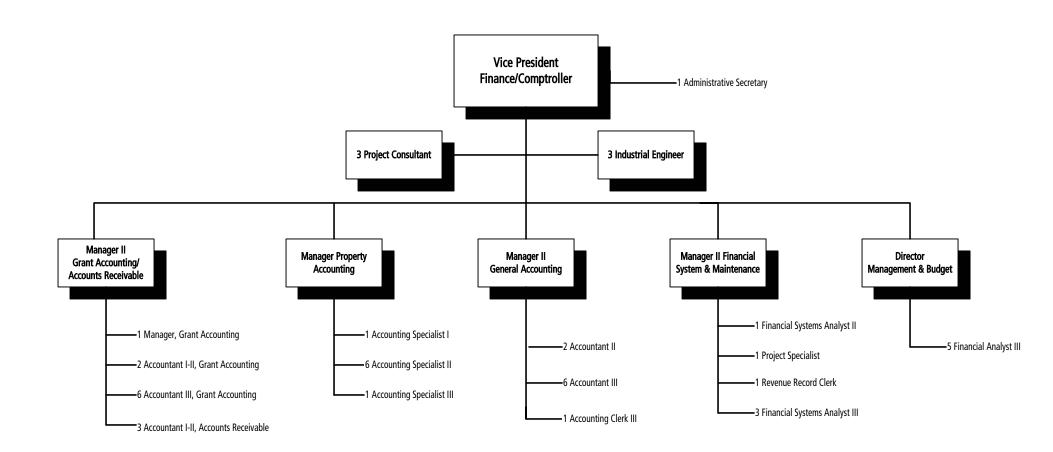


2004 BUDGET BY CATEGORY

0846 TREASURY 0700 FINANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	103	103	103	91	101
TOTAL	103	103	103	91	101
HOURS					
Operating Hours	189,395	179,332	204,373	172,537	189,160
Non - Operating Hours	-	-	-	2,110	-
TOTAL	189,395	179,332	204,373	174,647	189,160
OPERATING EXPENSES					
Labor Expense	5,502,736	5,505,444	6,326,546	5,409,717	5,913,074
Material Expense	2,607,302	1,951,553	2,456,092	1,855,053	2,420,923
Security Services	736,116	780,366	747,996	730,290	747,000
Utilities	57	-	-	-	-
Maintenance & Repair	76,119	113,112	106,332	77,475	90,600
Contract Services	2,358,406	2,607,410	2,517,272	2,443,480	2,563,460
Leases & Rentals	-	-	-	-	-
Travel, Training & Dues	3,878	5,213	5,736	4,970	7,200
Warranty & Other Credits	-	-	-	-	-
General Expenses	3,554	1,439	3,288	2,192	2,400
TOTAL	11,288,168	10,964,537	12,163,262	10,523,177	11,744,657
NON - OPERATING EXPENSE					
Non - Operating Labor Expense	-	-	-	44,541	44,393
Non - Operating Material Expense	-	-	-	-	-
Non - Operating Other Expense	12,403	40,369	36,653	44,600	44,600
TOTAL	12,403	40,369	36,653	89,141	88,993

# MANAGEMENT & PERFORMANCE FINANCE VP FINANCE/COMPTROLLER



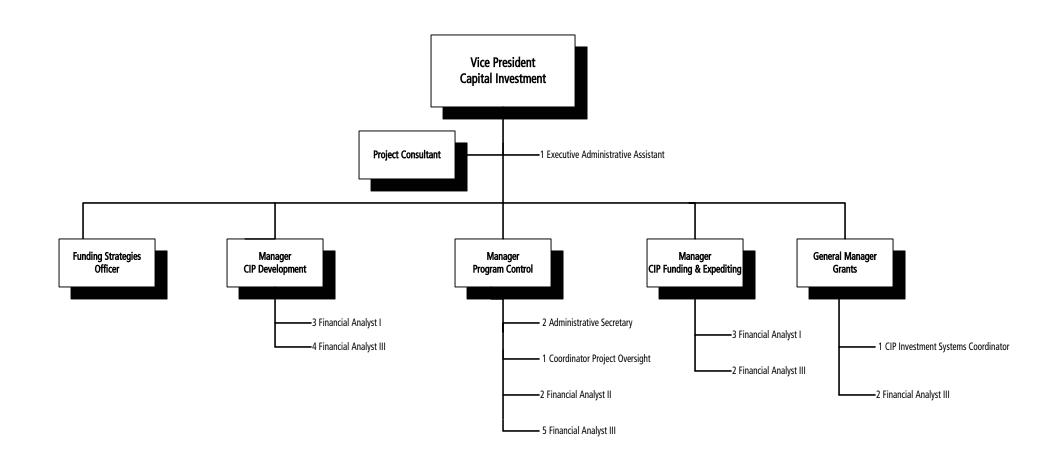
0 - 121 *53 Total Positions* 

2004 BUDGET BY CATEGORY

0805 FINANCE/COMPTROLLER 0700 FINANCE

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	53	56	56	48	53
TOTAL	53	56	56	48	53
<u>HOURS</u>	<u></u>				
Operating Hours	50,463	62,752	67,046	59,598	62,966
Non - Operating Hours	41,692	38,566	41,633	38,359	41,705
TOTAL	92,155	101,318	108,679	97,957	104,671
OPERATING EXPENSES	<u></u>				
Labor Expense	2,016,667	2,760,870	3,306,926	2,619,848	2,773,177
Material Expense	39,272	24,448	35,079	21,693	33,234
Maintenance & Repair	-	-	-	-	-
Contract Services	431,373	370,304	443,004	291,162	444,600
Leases & Rentals	-	-	-	-	-
Travel, Training & Dues	14,573	21,046	40,216	20,415	40,800
General Expenses	7,126	3,587	7,524	4,781	3,996
TOTAL	2,509,011	3,180,255	3,832,749	2,957,899	3,295,807
NON - OPERATING EXPENSE	<u></u>				
Non - Operating Labor Expense	1,431,965	1,467,693	1,000,001	1,459,122	1,797,983
Non - Operating Material Expense	-	-	-	-	-
Non - Operating Other Expense	202,403	114,981	158,373	116,400	116,400
TOTAL	1,634,368	1,582,674	1,158,374	1,575,522	1,914,383

# MANAGEMENT & PERFORMANCE FINANCE CAPITAL INVESTMENT



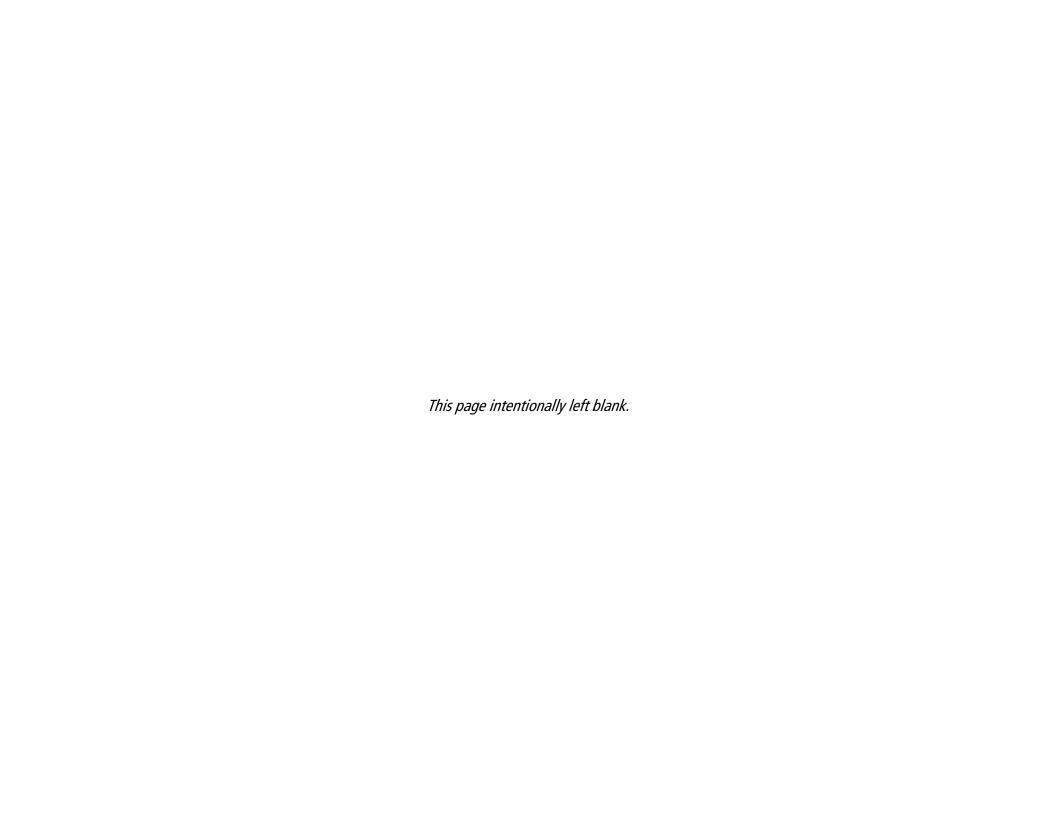
0 - 123 33 Total Positions

2004 BUDGET BY CATEGORY

0700 FINANCE

0943 CAPITAL INVESTMENT

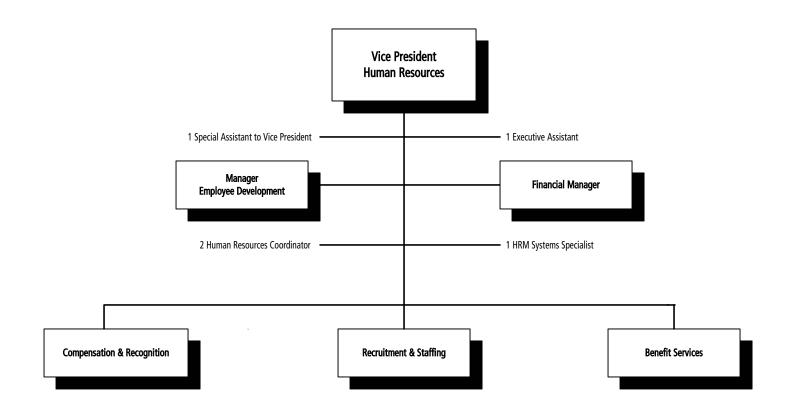
TOTAL         34         34         34         31         33           HOURS         Operating Hours         6,384         7,735         10,126         8,020         11,276           Non - Operating Hours         42,078         46,287         45,773         48,400         48,863           TOTAL         48,462         54,022         55,899         56,420         60,139           OPERATING EXPENSES           Labor Expense         309,050         390,795         599,922         415,300         670,068           Material Expense         8,504         9,741         7,512         10,154         7,548           Advertising & Promotion         2,948         461         2,948         500         2,900           Contract Services         169         220         162         300         200           Leases & Rentals         -         -         -         4,834         -           Travel, Training & Dues         184         7,478         4,008         7,253         4,000           General Expenses         599         396         995         -         -         -           TOTAL         321,454         409,091         615,547		2001	2002	2003	2003	2004
Budgeted Positions   34   34   34   34   31   33   33   33		Actual	Actual	Budget	Forecast	Budget
TOTAL         34         34         34         31         33           HOURS         Poperating Hours         6,384         7,735         10,126         8,020         11,276           Non - Operating Hours         42,078         46,287         45,773         48,400         48,863           TOTAL         48,462         54,022         55,899         56,420         60,139           OPERATING EXPENSES         Labor Expense         309,050         390,795         599,922         415,300         670,068           Material Expense         8,504         9,741         7,512         10,154         7,548           Advertising & Promotion         2,948         461         2,948         500         2,900           Contract Services         169         220         162         300         200           Contract Services         184         7,478         4,008         7,253         4,000           General Expenses         599         396         995         -         -         -           TOTAL         321,454         409,091         615,547         438,341         684,716           NON - OPERATING EXPENSE         1,516,547         1,782,664         1,555,000 <td>POSITIONS</td> <td></td> <td></td> <td></td> <td></td> <td></td>	POSITIONS					
HOURS         6,384         7,735         10,126         8,020         11,276           Non - Operating Hours         42,078         46,287         45,773         48,400         48,863           TOTAL         48,462         54,022         55,899         56,420         60,139           OPERATING EXPENSES           Labor Expense         309,050         390,795         599,922         415,300         670,068           Material Expense         8,504         9,741         7,512         10,154         7,548           Advertising & Promotion         2,948         461         2,948         500         2,900           Contract Services         169         220         162         300         200           Leases & Rentals         -         -         -         4,834         -           Travel, Training & Dues         184         7,478         4,008         7,253         4,00           General Expenses         599         396         995         -         -         -           TOTAL         321,454         409,091         615,547         438,341         684,716           NON - Operating Labor Expense         1,516,547         1,782,664         1,555,000	Budgeted Positions	34	34	34	31	33
Operating Hours         6,384         7,735         10,126         8,020         11,276           Non - Operating Hours         42,078         46,287         45,773         48,400         48,863           TOTAL         48,462         54,022         55,899         56,420         60,139           OPERATING EXPENSES         USA PROPRIED SES           Labor Expense         309,050         390,795         599,922         415,300         670,068           Material Expense         8,504         9,741         7,512         10,154         7,548           Advertising & Promotion         2,948         461         2,948         500         2,900           Contract Services         169         220         162         300         200           Leases & Rentals         -         -         -         4,834         -           Travel, Training & Dues         184         7,478         4,008         7,253         4,000           General Expenses         599         396         995         -         -         -           TOTAL         321,454         409,091         615,547         438,341         684,716           NON - OPERATING EXPENSE         1,516,547         1,782,	TOTAL	34	34	34	31	33
Non - Operating Hours         42,078         46,287         45,773         48,400         48,863           TOTAL         48,462         54,022         55,899         56,420         60,139           OPERATING EXPENSES           Labor Expense         309,050         390,795         599,922         415,300         670,068           Material Expense         8,504         9,741         7,512         10,154         7,548           Advertising & Promotion         2,948         461         2,948         500         2,900           Contract Services         169         220         162         300         200           Leases & Rentals         -         -         -         4,834         -           Travel, Training & Dues         184         7,478         4,008         7,253         4,000           General Expenses         599         396         995         -         -           TOTAL         321,454         409,091         615,547         438,341         684,716           NON - OPERATING EXPENSE         1,516,547         1,782,664         1,555,000         1,901,886         1,895,558           Non - Operating Other Expense         4,475         19,595         10,122<	<u>HOURS</u>	<del></del>		<u> </u>	<u></u>	
TOTAL         48,462         54,022         55,899         56,420         60,139           OPERATING EXPENSES           Labor Expense         309,050         390,795         599,922         415,300         670,068           Material Expense         8,504         9,741         7,512         10,154         7,548           Advertising & Promotion         2,948         461         2,948         500         2,900           Contract Services         169         220         162         300         200           Leases & Rentals         -         -         -         -         4,834         -           Travel, Training & Dues         184         7,478         4,008         7,253         4,000           General Expenses         599         396         995         -         -           TOTAL         321,454         409,091         615,547         438,341         684,716           NON - Operating Labor Expense         1,516,547         1,782,664         1,555,000         1,901,886         1,895,558           Non - Operating Other Expense         4,475         19,595         10,122         10,511,700         10,511,700	Operating Hours	6,384	7,735	10,126	8,020	11,276
OPERATING EXPENSES         Labor Expense       309,050       390,795       599,922       415,300       670,068         Material Expense       8,504       9,741       7,512       10,154       7,548         Advertising & Promotion       2,948       461       2,948       500       2,900         Contract Services       169       220       162       300       200         Leases & Rentals       -       -       -       -       4,834       -         Travel, Training & Dues       184       7,478       4,008       7,253       4,000         General Expenses       599       396       995       -       -         TOTAL       321,454       409,091       615,547       438,341       684,716         NON - OPERATING EXPENSE       Non - Operating Labor Expense       1,516,547       1,782,664       1,555,000       1,901,886       1,895,558         Non - Operating Other Expense       4,475       19,595       10,122       10,511,700       10,511,700	Non - Operating Hours	42,078	46,287	45,773	48,400	48,863
Labor Expense       309,050       390,795       599,922       415,300       670,068         Material Expense       8,504       9,741       7,512       10,154       7,548         Advertising & Promotion       2,948       461       2,948       500       2,900         Contract Services       169       220       162       300       200         Leases & Rentals       -       -       -       -       4,834       -         Travel, Training & Dues       184       7,478       4,008       7,253       4,000         General Expenses       599       396       995       -       -         TOTAL       321,454       409,091       615,547       438,341       684,716         NON - OPERATING EXPENSE       1,516,547       1,782,664       1,555,000       1,901,886       1,895,558         Non - Operating Other Expense       4,475       19,595       10,122       10,511,700       10,511,700	TOTAL	48,462	54,022	55,899	56,420	60,139
Material Expense         8,504         9,741         7,512         10,154         7,548           Advertising & Promotion         2,948         461         2,948         500         2,900           Contract Services         169         220         162         300         200           Leases & Rentals         -         -         -         -         4,834         -           Travel, Training & Dues         184         7,478         4,008         7,253         4,000           General Expenses         599         396         995         -         -         -           TOTAL         321,454         409,091         615,547         438,341         684,716           NON - OPERATING EXPENSE         1,516,547         1,782,664         1,555,000         1,901,886         1,895,558           Non - Operating Other Expense         4,475         19,595         10,122         10,511,700         10,511,700	OPERATING EXPENSES	<del></del>		<u> </u>	<u></u>	
Advertising & Promotion         2,948         461         2,948         500         2,900           Contract Services         169         220         162         300         200           Leases & Rentals         -         -         -         -         4,834         -           Travel, Training & Dues         184         7,478         4,008         7,253         4,000           General Expenses         599         396         995         -         -         -           TOTAL         321,454         409,091         615,547         438,341         684,716           NON - OPERATING EXPENSE         1,516,547         1,782,664         1,555,000         1,901,886         1,895,558           Non - Operating Other Expense         4,475         19,595         10,122         10,511,700         10,511,700	Labor Expense	309,050	390,795	599,922	415,300	670,068
Contract Services         169         220         162         300         200           Leases & Rentals         -         -         -         -         4,834         -           Travel, Training & Dues         184         7,478         4,008         7,253         4,000           General Expenses         599         396         995         -         -         -           TOTAL         321,454         409,091         615,547         438,341         684,716           NON - OPERATING EXPENSE         Non - Operating Labor Expense         1,516,547         1,782,664         1,555,000         1,901,886         1,895,558           Non - Operating Other Expense         4,475         19,595         10,122         10,511,700         10,511,700	Material Expense	8,504	9,741	7,512	10,154	7,548
Leases & Rentals         -         -         -         4,834         -           Travel, Training & Dues         184         7,478         4,008         7,253         4,000           General Expenses         599         396         995         -         -         -           TOTAL         321,454         409,091         615,547         438,341         684,716           NON - OPERATING EXPENSE         Non - Operating Labor Expense         1,516,547         1,782,664         1,555,000         1,901,886         1,895,558           Non - Operating Other Expense         4,475         19,595         10,122         10,511,700         10,511,700	Advertising & Promotion	2,948	461	2,948	500	2,900
Travel, Training & Dues         184         7,478         4,008         7,253         4,000           General Expenses         599         396         995         -         -         -           TOTAL         321,454         409,091         615,547         438,341         684,716           NON - OPERATING EXPENSE         Non - Operating Labor Expense         1,516,547         1,782,664         1,555,000         1,901,886         1,895,558           Non - Operating Other Expense         4,475         19,595         10,122         10,511,700         10,511,700	Contract Services	169	220	162	300	200
General Expenses         599         396         995         -	Leases & Rentals	-	-	-	4,834	-
TOTAL         321,454         409,091         615,547         438,341         684,716           NON - OPERATING EXPENSE Non - Operating Labor Expense         1,516,547         1,782,664         1,555,000         1,901,886         1,895,558           Non - Operating Other Expense         4,475         19,595         10,122         10,511,700         10,511,700	Travel, Training & Dues	184	7,478	4,008	7,253	4,000
NON - OPERATING EXPENSE         1,516,547         1,782,664         1,555,000         1,901,886         1,895,558           Non - Operating Other Expense         4,475         19,595         10,122         10,511,700         10,511,700	General Expenses	599	396	995	-	-
Non - Operating Labor Expense         1,516,547         1,782,664         1,555,000         1,901,886         1,895,558           Non - Operating Other Expense         4,475         19,595         10,122         10,511,700         10,511,700	TOTAL	321,454	409,091	615,547	438,341	684,716
Non - Operating Other Expense 4,475 19,595 10,122 10,511,700 10,511,700	NON - OPERATING EXPENSE			·	<del></del>	
	Non - Operating Labor Expense	1,516,547	1,782,664	1,555,000	1,901,886	1,895,558
TOTAL 1,521,022 1,802,259 1,565,122 12,413,586 12,407,258	Non - Operating Other Expense	4,475	19,595	10,122	10,511,700	10,511,700
	TOTAL	1,521,022	1,802,259	1,565,122	12,413,586	12,407,258



2004 BUDGET BY CATEGORY

0602 HUMAN RESOURCES		06	602 HUMAN RESO	URCES	
	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
<u>POSITIONS</u>					_
Budgeted Positions	56	58	58	57	53
TOTAL	56	58	58	57	53
<u>HOURS</u>					
Operating Hours	269,435	277,537	138,543	263,765	103,547
Non - Operating Hours	26,056	15,707	19,974	15,794	15,794
TOTAL	295,491	293,244	158,517	279,559	119,341
OPERATING EXPENSES	<del></del>				-
Labor Expense	5,258,124	5,510,990	4,728,920	5,124,968	4,157,085
Material Expense	90,367	83,685	72,643	82,525	75,988
Maintenance & Repair	-	-	-	150	-
Advertising & Promotion	5,354	12,676	7,380	32,338	7,200
Contract Services	1,394,522	1,795,050	1,590,168	1,731,212	1,814,800
Leases & Rentals	43,421	6,000	11,124	7,100	696
Travel, Training & Dues	54,144	34,362	39,624	38,310	29,004
General Expenses	68,381	197,912	115,644	205,674	115,200
TOTAL	6,914,313	7,640,675	6,565,503	7,222,277	6,199,973
NON - OPERATING EXPENSE	<del></del>				-
Non - Operating Labor Expense	(27,354)	(10,388)	-	118,776	118,381
Non - Operating Other Expense	-	6,870	3,017	141,600	141,600
TOTAL	(27,354)	(3,518)	3,017	260,376	259,981

# MANAGEMENT & PERFORMANCE HUMAN RESOURCES VICE PRESIDENT



0 - 127 *8 Total Positions* 

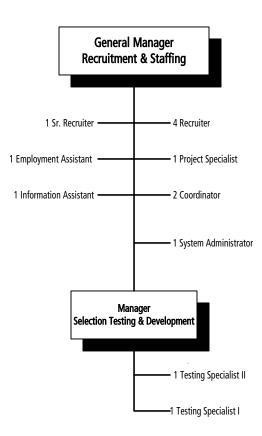
2004 BUDGET BY CATEGORY

### 0607 HUMAN RESOURCES, VP

#### 0602 HUMAN RESOURCES

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	4	6	7	8	8
TOTAL	4	6	7	8	8
<u>HOURS</u>	<del></del>	<del></del>	<u> </u>		·
Operating Hours	50,134	47,374	34,921	46,543	14,720
Non - Operating Hours	-	-	-	2,024	2,024
TOTAL	50,134	47,374	34,921	48,567	16,744
OPERATING EXPENSES	<u>———</u>	<del></del>			·
Labor Expense	1,312,611	1,395,445	1,058,650	1,350,069	808,847
Material Expense	9,249	14,600	9,000	18,377	9,600
Maintenance & Repair	-	-	-	-	-
Advertising & Promotion	2,368	-	2,256	-	2,400
Contract Services	4,865	10,537	408	18,281	-
Leases & Rentals	42,351	2,465	10,584	2,900	696
Travel, Training & Dues	11,890	14,052	16,476	13,894	13,200
General Expenses	11,635	4,249	11,232	6,731	10,800
TOTAL	1,394,969	1,441,348	1,108,606	1,410,252	845,543
NON - OPERATING EXPENSE			<u> </u>	- <del></del>	
Non - Operating Labor Expense		<u>-</u> _	<u> </u>	98,490	98,162
TOTAL	-			98,490	98,162

# MANAGEMENT & PERFORMANCE HUMAN RESOURCES RECRUITMENT & STAFFING



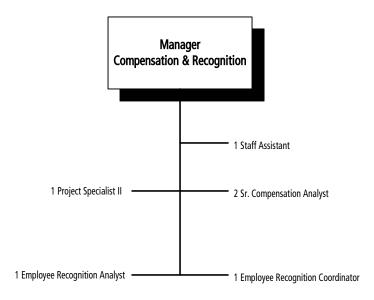
### 2004 BUDGET BY CATEGORY

#### 0606 RECRUITMENT & STAFFING

#### 0602 HUMAN RESOURCES

2001 Actual	2002 Actual	2003 Budget	2003 Forecast	2004 Budget
17	18	13	18	15
17	18	13	18	15
<u></u>		<u> </u>	<u></u>	
46,918	54,482	32,675	54,208	32,107
46,918	54,482	32,675	54,208	32,107
1,354,860	1,587,424	1,028,541	1,640,497	1,122,293
36,438	26,819	31,283	31,396	31,592
-	-	-	150	-
2,986	12,676	5,124	32,338	4,800
19,070	40,992	43,020	15,890	43,200
1,070	3,535	540	4,200	-
39,997	8,017	19,296	12,955	12,204
36,502	71,202	80,148	64,189	80,400
1,490,923	1,750,665	1,207,952	1,801,615	1,294,489
-	6,870	3,017	141,600	141,600
-	6,870	3,017	141,600	141,600
	Actual  17  17  46,918  46,918  46,918  1,354,860 36,438 - 2,986 19,070 1,070 39,997 36,502	Actual     Actual       17     18       17     18       46,918     54,482       46,918     54,482       1,354,860     1,587,424       36,438     26,819       -     -       2,986     12,676       19,070     40,992       1,070     3,535       39,997     8,017       36,502     71,202       1,490,923     1,750,665	Actual         Actual         Budget           17         18         13           17         18         13           46,918         54,482         32,675           46,918         54,482         32,675           1,354,860         1,587,424         1,028,541           36,438         26,819         31,283           -         -         -           2,986         12,676         5,124           19,070         40,992         43,020           1,070         3,535         540           39,997         8,017         19,296           36,502         71,202         80,148           1,490,923         1,750,665         1,207,952           -         6,870         3,017	Actual         Budget         Forecast           17         18         13         18           17         18         13         18           46,918         54,482         32,675         54,208           46,918         54,482         32,675         54,208           1,354,860         1,587,424         1,028,541         1,640,497           36,438         26,819         31,283         31,396           -         -         -         150           2,986         12,676         5,124         32,338           19,070         40,992         43,020         15,890           1,070         3,535         540         4,200           39,997         8,017         19,296         12,955           36,502         71,202         80,148         64,189           1,490,923         1,750,665         1,207,952         1,801,615

# MANAGEMENT & PERFORMANCE HUMAN RESOURCES COMPENSATION & RECOGNITION



0 - 131 *7 Total Positions* 

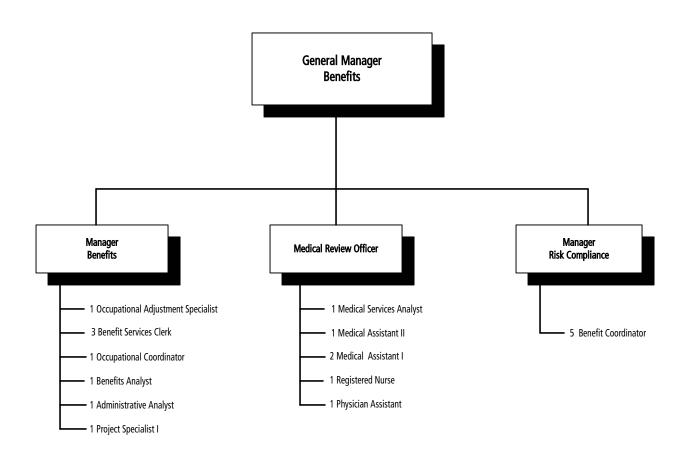
### 2004 BUDGET BY CATEGORY

#### 0624 COMPENSATION & RECOGNITION

#### 0602 HUMAN RESOURCES

	2001 Actual	2002 Actual	2003 Budget	2003 Forecast	2004 Budget
POSITIONS					
Budgeted Positions	11	11	13	7	7
TOTAL	11	11	13	7	7
<u>HOURS</u>	·				
Operating Hours	20,391	20,373	24,294	16,301	13,280
TOTAL	20,391	20,373	24,294	16,301	13,280
OPERATING EXPENSES					
Labor Expense	637,697	679,992	872,800	543,501	513,766
Material Expense	6,321	15,006	7,543	11,473	8,874
Advertising & Promotion	-	-	-	-	-
Contract Services	39,236	56,540	32,112	85,867	32,400
Travel, Training & Dues	-	9,378	2,628	8,043	2,400
General Expenses	18,375	82,789	23,064	95,151	22,800
TOTAL	701,629	843,705	938,147	744,035	580,240

# MANAGEMENT & PERFORMANCE HUMAN RESOURCES BENEFITS



0 - 133 *23 Total Positions* 

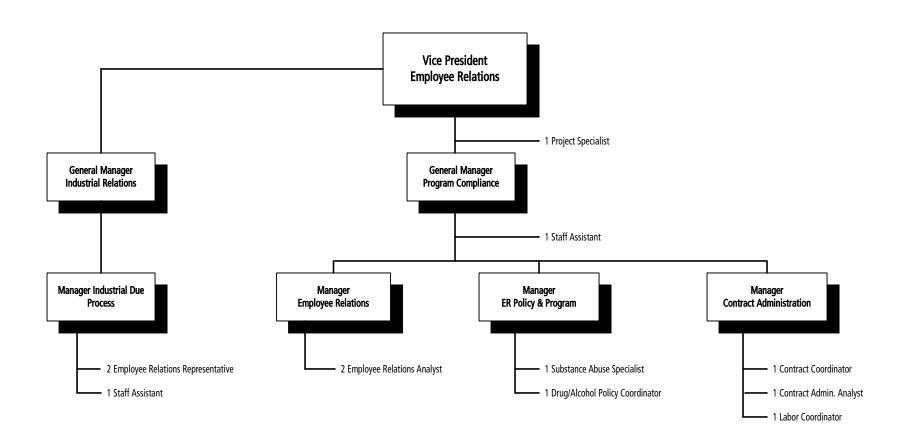
2004 BUDGET BY CATEGORY

0616 BENEFIT SERVICES

#### 0602 HUMAN RESOURCES

	2001	2002 Actual	2003 Budget	2003 Forecast	2004 Budget
	Actual				
POSITIONS					
<b>Budgeted Positions</b>	24	23	21	24	23
TOTAL	24	23	21	24	23
<u>HOURS</u>					
Operating Hours	151,992	155,308	39,405	146,713	43,440
Non - Operating Hours	26,056	15,707	19,974	13,770	13,770
TOTAL	178,048	171,015	59,379	160,483	57,210
OPERATING EXPENSES					
Labor Expense	1,952,956	1,848,129	1,482,220	1,590,901	1,712,179
Material Expense	38,359	27,260	24,817	21,279	25,922
Maintenance & Repair	-	-	-	-	-
Contract Services	1,331,351	1,686,981	1,514,628	1,611,174	1,739,200
Travel, Training & Dues	2,257	2,915	1,224	3,418	1,200
General Expenses	1,869	39,672	1,200	39,603	1,200
TOTAL	3,326,792	3,604,957	3,024,089	3,266,375	3,479,701
NON - OPERATING EXPENSE					
Non - Operating Labor Expense	(27,354)	(10,388)	-	20,286	20,219
Non - Operating Other Expense	-	-	-	-	-
TOTAL	(27,354)	(10,388)	-	20,286	20,219

# MANAGEMENT & PERFORMANCE EMPLOYEE RELATIONS



0 - 135 *19 Total Positions* 

2004 BUDGET BY CATEGORY

0620 EMPLOYEE RELATIONS	0620 EMPLOYEE RELATIONS					
	2001	2002	2003	2003	2004	
	Actual	Actual	Budget	Forecast	Budget	
POSITIONS						
Budgeted Positions	22	22	22	22	19	
TOTAL	22	22	22	22	19	
HOURS		<del></del>	<del></del>	<del></del>		
Operating Hours	39,355	43,812	40,614	42,910	36,347	
TOTAL	39,355	43,812	40,614	42,910	36,347	
OPERATING EXPENSES		<del></del>	<del></del>	<del></del>		
Labor Expense	1,610,791	1,752,421	1,833,103	1,702,240	1,604,109	
Material Expense	16,413	15,580	18,686	15,104	16,383	
Advertising & Promotion	-	-	-	-	-	
Contract Services	237,420	122,746	369,508	129,866	169,604	
Leases & Rentals	-	94,446	3,240	142,193	103,600	
Travel, Training & Dues	10,690	3,073	2,940	3,235	3,600	
General Expenses	6,494	4,339	3,000	3,785	4,100	
TOTAL	1,881,808	1,992,605	2,230,477	1,996,423	1,901,396	
NON - OPERATING EXPENSE						
Non - Operating Other Expense	386	-	-	-	-	
TOTAL	386	-	-		-	

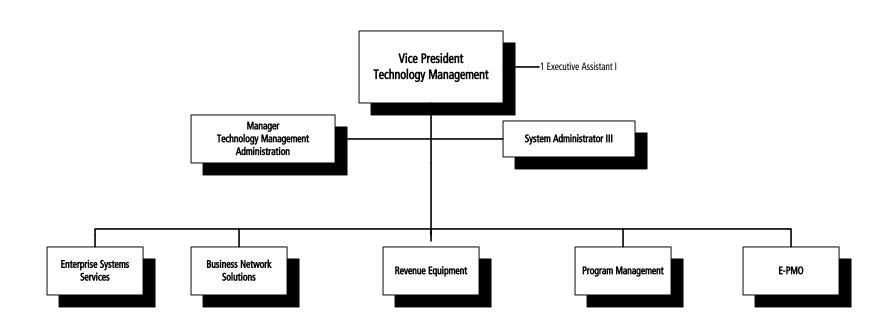
**Professional** 

our customers and fellow employees, and will maintain the highest standards of trust.

2004 BUDGET BY CATEGORY

0705 TECHNOLOGY MANAGEMENT		0705 TECHNOLOGY MANAGEMENT							
	2001	2002	2003	2003	2004				
	Actual	Actual	Budget	Forecast	Budget				
POSITIONS									
Budgeted Positions	250	258	258	244	247				
TOTAL	250	258	258	244	247				
HOURS	<u></u>		<u> </u>	<u></u>					
Operating Hours	503,066	472,569	481,645	458,786	460,240				
Non - Operating Hours	15,944	24,383	18,788	33,266	33,158				
TOTAL	519,010	496,952	500,433	492,052	493,398				
OPERATING EXPENSES									
Labor Expense	18,415,072	18,040,481	18,716,859	17,827,013	18,971,468				
Material Expense	1,205,592	1,723,684	1,267,195	2,000,900	1,336,151				
Security Services	-	-	-	-	-				
Utilities	202	-	144	121	-				
Maintenance & Repair	5,996,856	5,012,697	3,818,092	3,804,067	3,821,400				
Contract Services	4,375,694	4,586,324	3,638,220	3,399,801	3,739,336				
Leases & Rentals	130,945	(77,218)	15,084	10,344	15,600				
Travel, Training & Dues	67,270	42,902	53,652	39,254	39,000				
Warranty & Other Credits	-	-	-	-	-				
General Expenses	255,243	12,582	155,724	107,608	99,404				
TOTAL	30,446,874	29,341,452	27,664,970	27,189,108	28,022,359				
NON - OPERATING EXPENSE									
Non - Operating Labor Expense	620,097	1,088,120	734,661	1,454,565	1,449,726				
Non - Operating Material Expense	-	748	-	800	917				
Non - Operating Other Expense	8,631,741	15,175,540	10,724,839	13,449,300	13,449,300				
TOTAL	9,251,838	16,264,408	11,459,500	14,904,665	14,899,943				

# MANAGEMENT & PERFORMANCE TECHNOLOGY MANAGEMENT VICE PRESIDENT



0 - 139 *4 Total Positions* 

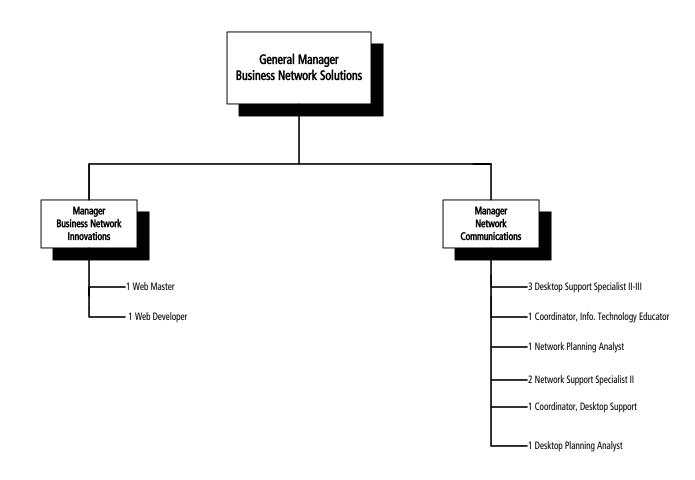
#### 2004 BUDGET BY CATEGORY

#### 0706 TECHNOLOGY MGT, VP

#### 0705 TECHNOLOGY MANAGEMENT

	2001	2002	2003	2003	2004	
	Actual	Actual	Budget	Forecast	Budget	
POSITIONS						
Budgeted Positions	1	4	12	12	4	
TOTAL	1	4	12	12	4	
<u>HOURS</u>						
Operating Hours	7,840	20,451	23,463	17,170	7,600	
Non - Operating Hours	304	7,921	440	16,862	16,862	
TOTAL	8,144	28,372	23,903	34,032	24,462	
OPERATING EXPENSES						
Labor Expense	384,899	1,028,360	1,068,152	887,385	403,321	
Material Expense	8,984	15,402	18,360	7,455	18,748	
Utilities	-	-	-	121	-	
Maintenance & Repair	2,312	3,111	-	-	78,600	
Contract Services	417	508	420	7,235	936	
Leases & Rentals	-	-	-	-	-	
Travel, Training & Dues	12,024	7,364	5,352	5,617	4,800	
Warranty & Other Credits	-	-	-	-	-	
General Expenses	22,852	(73,739)	1,596	3,124	1,700	
TOTAL	431,488	981,006	1,093,880	910,937	508,105	
NON - OPERATING EXPENSE						
Non - Operating Labor Expense	6,360	395,390	17,223	815,409	812,697	
Non - Operating Material Expense	-	772	-	700	802	
Non - Operating Other Expense	-	2,414,109	229,785	3,407,600	3,407,600	
TOTAL	6,360	2,810,271	247,008	4,223,709	4,221,099	

# MANAGEMENT & PERFORMANCE TECHNOLOGY MANAGEMENT BUSINESS NETWORK SOLUTIONS



0 - 141 *14 Total Positions* 

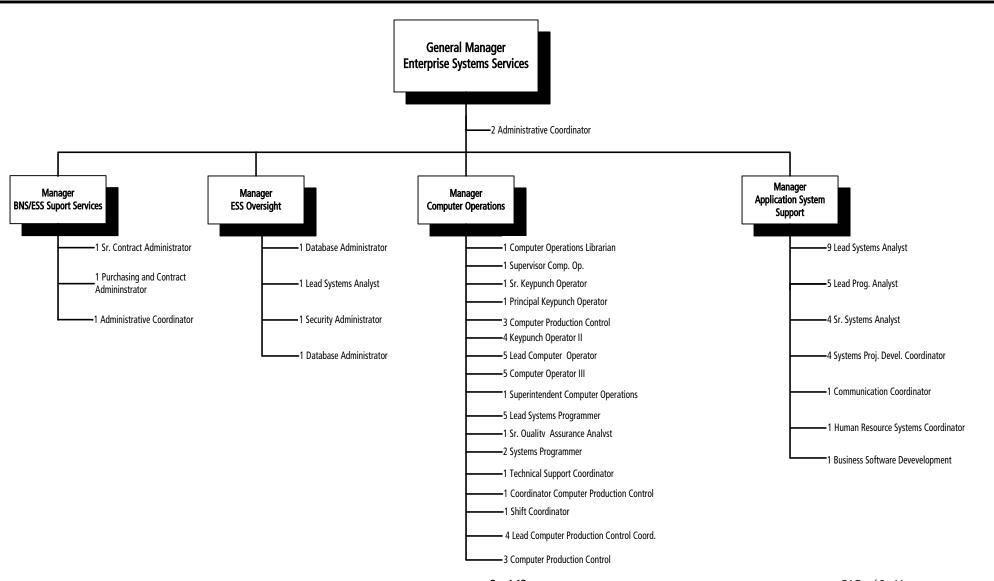
2004 BUDGET BY CATEGORY

#### 0842 BUSINESS NETWORK SOLUTIONS

#### 0705 TECHNOLOGY MANAGEMENT

	2001	2002	2003	2003	2004	
	Actual	Actual	Budget	Forecast	Budget	
POSITIONS						
<b>Budgeted Positions</b>	17	6	14	13	14	
TOTAL	17	6	14	13	14	
<u>HOURS</u>						
Operating Hours	23,836	19,936	25,863	21,247	25,880	
Non - Operating Hours	-	472	-	2,023	2,023	
TOTAL	23,836	20,408	25,863	23,270	27,903	
OPERATING EXPENSES			-			
Labor Expense	1,010,865	887,771	1,137,320	998,007	1,294,218	
Material Expense	2,175	12	26,627	197	12,574	
Maintenance & Repair	507,117	404,040	436,656	304,304	436,800	
Contract Services	2,972,743	2,945,316	2,508,756	2,594,774	2,509,200	
Leases & Rentals	-	-	-	-	-	
Travel, Training & Dues	1,490	-	-	(974)	-	
General Expenses	153,968	26,709	98,088	30,105	28,404	
TOTAL	4,648,358	4,263,848	4,207,447	3,926,413	4,281,196	
NON - OPERATING EXPENSE			-			
Non - Operating Labor Expense	-	9,714	-	46,452	46,297	
Non - Operating Material Expense	-	(100)	-	-	-	
Non - Operating Other Expense	303,705	3,249,873	2,498,394	1,386,900	1,386,900	
TOTAL	303,705	3,259,487	2,498,394	1,433,352	1,433,197	
	<u> </u>					

### MANAGEMENT & PERFORMANCE TECHNOLOGY MANAGEMENT ENTERPRISE SYSTEMS SERVICES



0 - 143 *74 Total Positions* 

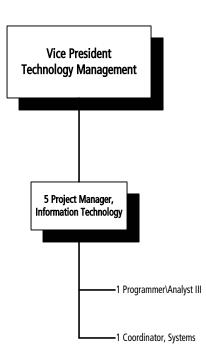
2004 BUDGET BY CATEGORY

#### 0835 ENTERPRISE SYSTEM SERVICES

#### 0705 TECHNOLOGY MANAGEMENT

2001	2002	2003	2003	2004	
Actual	Actual	Budget	Forecast	Budget	
78	84	78	73	74	
78	84	78	73	74	
	<u> </u>	-			
143,081	142,203	143,893	134,063	136,240	
143,081	142,203	143,893	134,063	136,240	
5,395,541	5,470,469	5,716,604	5,228,498	5,792,975	
292,419	252,261	175,167	256,610	255,570	
5,406,700	4,438,805	3,300,004	3,369,911	3,300,000	
1,344,783	1,582,418	1,069,728	772,337	1,170,400	
17,284	(4,321)	-	-	-	
27,979	13,009	29,244	15,200	15,000	
41,459	20,293	20,124	30,179	21,600	
12,526,165	11,772,934	10,310,871	9,672,735	10,555,545	
-	•	-	-	-	
1,367,344	1,716,439	643,498	460,100	460,100	
1,367,344	1,716,439	643,498	460,100	460,100	
	78 78 78 143,081 143,081 5,395,541 292,419 5,406,700 1,344,783 17,284 27,979 41,459 12,526,165	Actual         Actual           78         84           78         84           143,081         142,203           143,081         142,203           5,395,541         5,470,469           292,419         252,261           5,406,700         4,438,805           1,344,783         1,582,418           17,284         (4,321)           27,979         13,009           41,459         20,293           12,526,165         11,772,934           1,367,344         1,716,439	Actual         Actual         Budget           78         84         78           78         84         78           143,081         142,203         143,893           143,081         142,203         143,893           5,395,541         5,470,469         5,716,604           292,419         252,261         175,167           5,406,700         4,438,805         3,300,004           1,344,783         1,582,418         1,069,728           17,284         (4,321)         -           27,979         13,009         29,244           41,459         20,293         20,124           12,526,165         11,772,934         10,310,871           -         -         -           1,367,344         1,716,439         643,498	Actual         Actual         Budget         Forecast           78         84         78         73           78         84         78         73           143,081         142,203         143,893         134,063           143,081         142,203         143,893         134,063           5,395,541         5,470,469         5,716,604         5,228,498           292,419         252,261         175,167         256,610           5,406,700         4,438,805         3,300,004         3,369,911           1,344,783         1,582,418         1,069,728         772,337           17,284         (4,321)         -         -           27,979         13,009         29,244         15,200           41,459         20,293         20,124         30,179           12,526,165         11,772,934         10,310,871         9,672,735           -         -         -         -           1,367,344         1,716,439         643,498         460,100	

## MANAGEMENT & PERFORMANCE TECHNOLOGY MANAGEMENT PROGRAM MANAGEMENT



0 - 145 *7 Total Positions* 

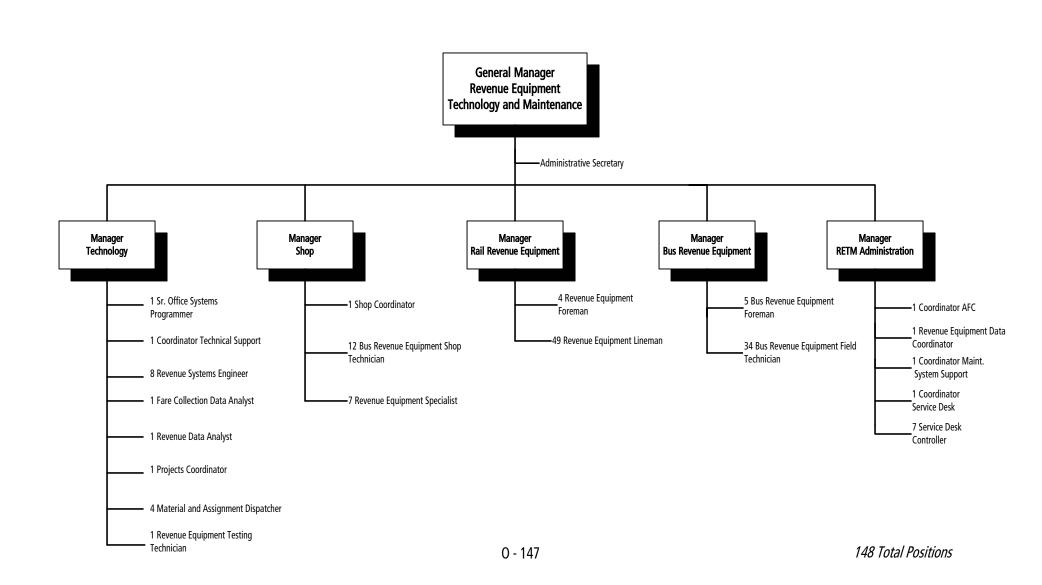
#### 2004 BUDGET BY CATEGORY

#### 0707 PROGRAM MANAGEMENT

#### 0705 TECHNOLOGY MANAGEMENT

	2001	2002	2003	2003	2004
	Actual	Actual	Budget	Forecast	Budget
POSITIONS					
Budgeted Positions	-	-	-	-	7
TOTAL	-		-		7
<b>HOURS</b>					
Operating Hours	-	-	-	-	13,240
TOTAL	-		-		13,240
OPERATING EXPENSES	-		-		
Labor Expense	-	-	-	-	706,936
Material Expense	-	-	-	-	2,574
Travel, Training & Dues	-	-	-	-	18,000
General Expenses	-	-	-	-	12,900
TOTAL					740,410

# MANAGEMENT & PERFORMANCE TECHNOLOGY MANAGEMENT REVENUE EQUIPMENT TECHNOLOGY & MAINTENANCE



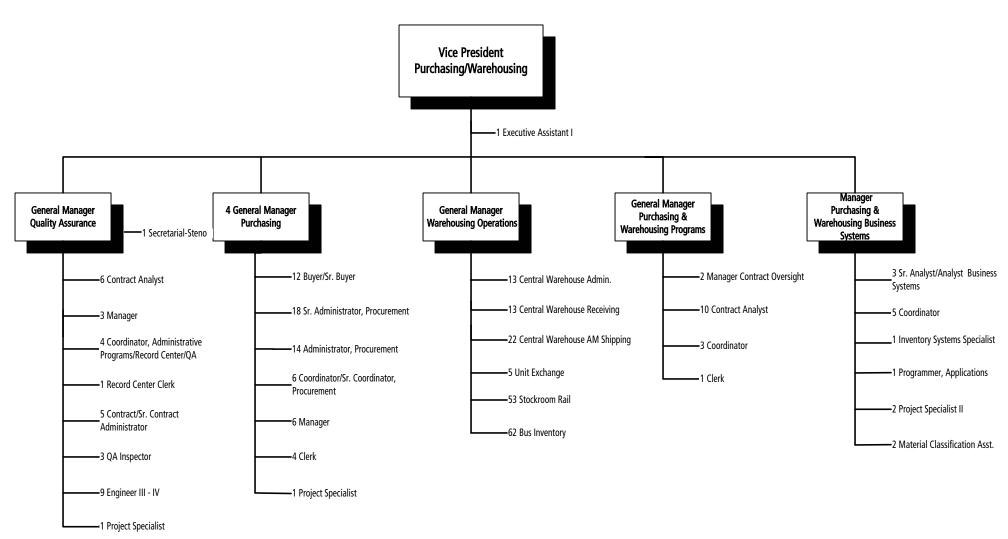
2004 BUDGET BY CATEGORY

#### 0854 REV EQUIP TECH & MTC

#### 0705 TECHNOLOGY MANAGEMENT

	2001	2002	2003	2003	2004	
	Actual	Actual	Budget	Forecast	Budget	
POSITIONS						
Budgeted Positions	140	149	149	144	148	
TOTAL	140	149	149	144	148	
<u>HOURS</u>						
Operating Hours	309,670	282,500	278,754	279,904	277,280	
Non - Operating Hours	9,514	12,812	12,160	12,218	12,110	
TOTAL	319,184	295,312	290,914	292,122	289,390	
OPERATING EXPENSES						
Labor Expense	10,791,407	10,283,831	10,409,592	10,363,968	10,774,018	
Material Expense	900,314	1,452,505	1,045,763	1,733,229	1,046,685	
Security Services	-	-	-	-	-	
Utilities	202	-	144	-	-	
Maintenance & Repair	33,627	19,741	741 6,432	20,352	6,000	
Contract Services	44,179	39,745	59,316	25,255	58,800	
Leases & Rentals	113,661	(72,746)	15,084	10,644	15,600	
Travel, Training & Dues	2,689	830	1,380	300	1,200	
General Expenses	35,211	25,939	34,068	29,950	34,800	
TOTAL	11,921,290	11,749,845	11,571,779	12,183,698	11,937,103	
NON - OPERATING EXPENSE						
Non - Operating Labor Expense	370,688	593,404	503,789	545,958	544,142	
Non - Operating Material Expense	-	76	-	100	115	
Non - Operating Other Expense	5,179,875	3,713,202	5,343,494	4,492,100	4,492,100	
TOTAL	5,550,563	4,306,682	5,847,283	5,038,158	5,036,357	

# MANAGEMENT & PERFORMANCE PURCHASING/WAREHOUSING

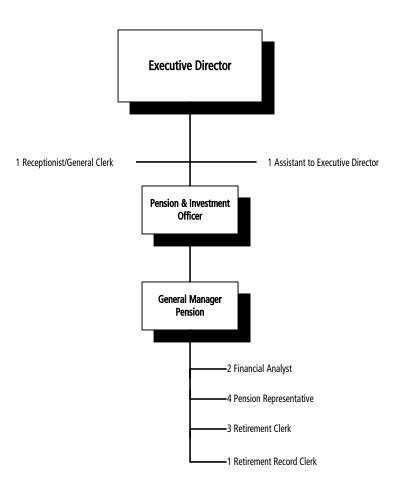


0 - 149 302 Total Positions

2004 BUDGET BY CATEGORY

0750 PURCHASING/WAREHOUSING		0750 PURCHASING/WAREHOUSING							
	2001	2002	2003	2003	2004 Budget				
	Actual	Actual	Budget	Forecast					
POSITIONS									
<b>Budgeted Positions</b>	307	307	307	300	302				
TOTAL	307	307	307	300	302				
HOURS									
Operating Hours	569,159	576,620	615,260	564,335	580,293				
Non - Operating Hours	-	494	-	15,617	15,617				
TOTAL	569,159	577,114	615,260	579,952	595,910				
OPERATING EXPENSES	<del></del>		<u></u>	<u></u>	<u></u>				
Labor Expense	17,752,031	19,198,247	19,929,583	18,873,042	20,945,369				
Material Expense	386,820	296,322	290,812	307,790	319,205				
Maintenance & Repair	751,201	852,629	723,480	538,840	696,396				
Advertising & Promotion	35,569	48,886	46,248	45,534	46,800				
Contract Services	45,096	98,284	58,080	177,040	55,204				
Leases & Rentals	14,649	6,217	14,988	2,500	15,600				
Travel, Training & Dues	4,122	19,590	35,240	6,967	30,000				
General Expenses	21,980	8,818	16,056	9,793	14,700				
TOTAL	19,011,468	20,528,993	21,114,487	19,961,506	22,123,274				
NON - OPERATING EXPENSE									
Non - Operating Labor Expense	-	12,174	-	648,564	646,406				
Non - Operating Other Expense	1,972,741	1,508,517	1,838,109	1,674,000	1,674,000				
TOTAL	1,972,741	1,520,691	1,838,109	2,322,564	2,320,406				
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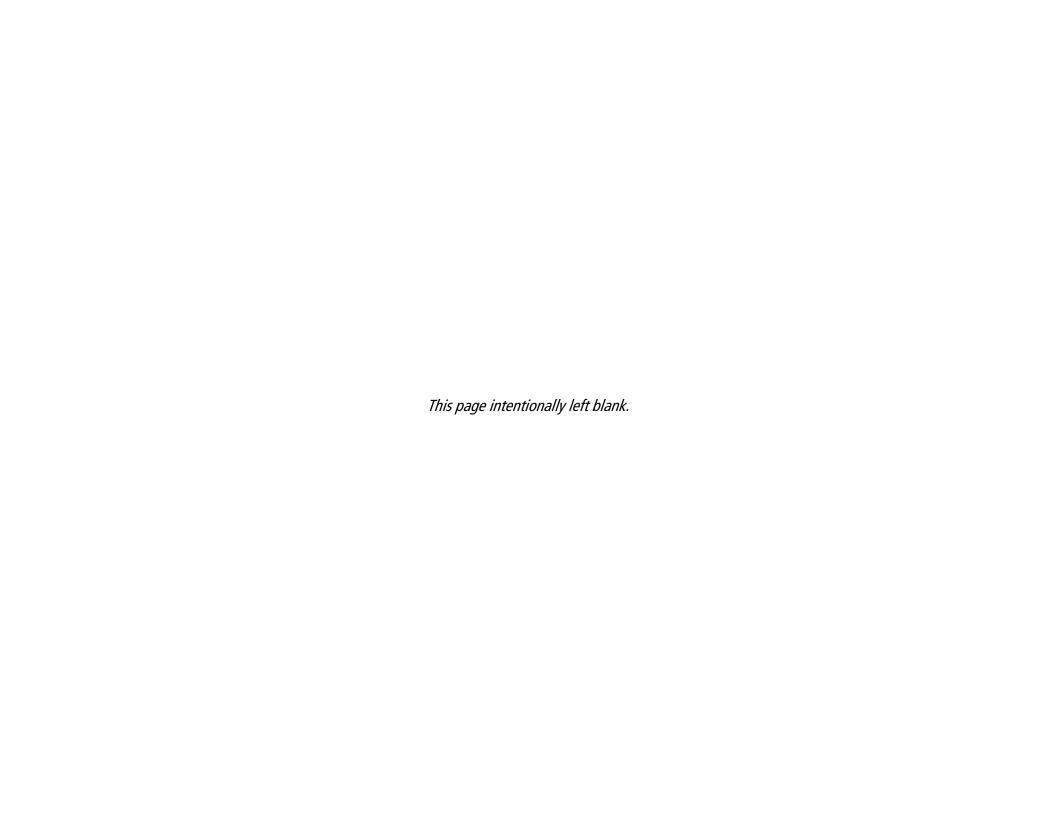
## **PENSIONS**



2004 BUDGET BY CATEGORY

0625 PENSIONS 0990 NON DEPARTMENTAL

2001	2002	2003	2003	2004
Actual	Actual	Budget	Forecast	Budget
15	15	15	12	15
15	15	15	12	15
952	(8)	-	-	-
21,622	23,300	23,156	21,996	21,996
22,574	23,292	23,156	21,996	21,996
		<u> </u>	·	-
(1)	16,118	-	24,195	-
(1)	16,118	-	24,195	
			<del></del>	
959,602	969,828	1,004,557	926,247	923,166
-	43	43	-	-
-	-	-	-	-
959,602	969,871	1,004,600	926,247	923,166
	15 15 952 21,622 22,574 (1) (1) 959,602	Actual Actual  15 15 15  15 15  952 (8)  21,622 23,300  22,574 23,292  (1) 16,118  (1) 16,118  959,602 969,828  - 43	Actual         Actual         Budget           15         15         15           15         15         15           952         (8)         -           21,622         23,300         23,156           22,574         23,292         23,156           (1)         16,118         -           (1)         16,118         -           959,602         969,828         1,004,557           -         43         43           -         -         -	Actual         Budget         Forecast           15         15         15         12           15         15         15         12           952         (8)         -         -           21,622         23,300         23,156         21,996           22,574         23,292         23,156         21,996           (1)         16,118         -         24,195           (1)         16,118         -         24,195           959,602         969,828         1,004,557         926,247           -         43         43         -           -         -         -         -



2004 BUDGET BY CATEGORY

POSITIONS	0990 NON DEPARTMENTAL	0990 NON DEPARTMENTAL								
POSITIONS   15   15   15   15   15   15   15   1		2001	2002	2003	2003	2004				
Diddeled Positions   15   15   15   15   12   15   15   15		Actual	Actual	Budget	Forecast	Budget				
TOTAL   15	POSITIONS									
Marie   Mari	Budgeted Positions	15	15	15	12	15				
Operating Hours         (452,613)         (434,648)         (450,000)         (426,643)         (450,000)           Non - Operating Hours         21,622         23,300         23,156         21,996         21,996           TOTAL         (430,991)         (411,348)         (426,844)         (404,647)         (428,004)           OPERATING EXPENSES         Users         (1,106,917)         3,381,662         570,125         21,155         (345,976)           Material Expense         (1,106,917)         3,381,662         570,125         21,155         (345,976)           Diesel Fuel - Revenue Vehicles         -	TOTAL	15	15	15	12	15				
Non - Operating Hours	HOURS				-					
TOTAL         (430,991)         (411,348)         (426,844)         (404,647)         (428,004)           OPERATING EXPENSES         Ilabor Expense         (18,079,247)         1,372,688         (11,040,294)         (2,379,630)         (13,999,504)           Material Expense         (1,106,917)         3,381,662         570,125         21,155         (345,76)           Diesel Fuel - Revenue Vehicles         -	Operating Hours	(452,613)	(434,648)	(450,000)	(426,643)	(450,000)				
Carbon Expense   Carb	Non - Operating Hours	21,622	23,300	23,156	21,996	21,996				
Labor Expense         (18,079,247)         1,372,688         (11,040,294)         (2,379,630)         (13,999,504)           Material Expense         (1,106,917)         3,381,662         570,125         21,155         (345,976)           Diesel Fuel - Revenue Vehicles         - <t< td=""><td>TOTAL</td><td>(430,991)</td><td>(411,348)</td><td>(426,844)</td><td>(404,647)</td><td>(428,004)</td></t<>	TOTAL	(430,991)	(411,348)	(426,844)	(404,647)	(428,004)				
Material Expense         (1,106,917)         3,381,662         570,125         21,155         (345,976)           Diesel Fuel - Revenue Vehicles         - <td>OPERATING EXPENSES</td> <td></td> <td></td> <td></td> <td><del></del></td> <td></td>	OPERATING EXPENSES				<del></del>					
Diesel Fuel - Revenue Vehicles         - <th< td=""><td>Labor Expense</td><td>(18,079,247)</td><td>1,372,688</td><td>(11,040,294)</td><td>(2,379,630)</td><td>(13,999,504)</td></th<>	Labor Expense	(18,079,247)	1,372,688	(11,040,294)	(2,379,630)	(13,999,504)				
Provision for Injuries and Damages         44,000,000         39,000,000         17,568,000         17,568,000         22,000,000           Security Services         -         -         122,000         - <td>Material Expense</td> <td>(1,106,917)</td> <td>3,381,662</td> <td>570,125</td> <td>21,155</td> <td>(345,976)</td>	Material Expense	(1,106,917)	3,381,662	570,125	21,155	(345,976)				
Security Services         -         -         122,000         -         -           Utilities         (543,000)         -         -         -         -           Maintenance & Repair         (205,860)         170,000         -         -         -           Advertising & Promotion         (8,140)         -         -         -         -           Contract Services         188,610         617,820         -         -         -         -           Provision for Passenger Security         4,869,456         4,413,384         4,845,000         4,825,921         4,845,000           Leases & Rentals         377,028         382,733         366,208         454,593         365,200           Travel, Training & Dues         47,813         -         -         -         7,500         -           Warranty & Other Credits         (18,815,736)         (20,006,150)         (19,939,776)         (22,387,223)         (21,234,996)           General Expenses         1,447,777         1,873,492         253,514         731,519         1,413,960           TOTAL         12,717,784         31,205,629         (7,255,223)         (1,158,165)         (6,956,316)           Non - Operating Labor Expense         959,602	Diesel Fuel - Revenue Vehicles	-	-	-	-	-				
Utilities         (543,000)         -	Provision for Injuries and Damages	44,000,000	39,000,000	17,568,000	17,568,000	22,000,000				
Maintenance & Repair         (205,860)         170,000         -	Security Services	-	-	122,000	-	-				
Advertising & Promotion         (8,140)         -	Utilities	(543,000)	-	-	-	-				
Contract Services         188,610         617,820         -	Maintenance & Repair	(205,860)	170,000	-	-	-				
Provision for Passenger Security         4,869,456         4,413,384         4,845,000         4,825,921         4,845,000           Leases & Rentals         377,028         382,733         366,208         454,593         365,200           Travel, Training & Dues         47,813         -         -         7,500         -           Warranty & Other Credits         (18,815,736)         (20,006,150)         (19,939,776)         (22,387,223)         (21,234,996)           General Expenses         1,447,777         1,873,492         253,514         731,519         1,413,960           TOTAL         12,171,784         31,205,629         (7,255,223)         (1,158,165)         (6,956,316)           NON - OPERATING EXPENSE         959,602         969,828         1,004,557         926,247         923,166           Non - Operating Material Expense         (134,873)         964,464         (70,286)         994,800         994,800           Non - Operating Other Expense         68,472,377         55,328,711         119,439,385         46,044,000         46,044,000	Advertising & Promotion	(8,140)	-	-	-	-				
Leases & Rentals         377,028         382,733         366,208         454,593         365,200           Travel, Training & Dues         47,813         -         -         7,500         -           Warranty & Other Credits         (18,815,736)         (20,006,150)         (19,939,776)         (22,387,223)         (21,234,996)           General Expenses         1,447,777         1,873,492         253,514         731,519         1,413,960           TOTAL         12,171,784         31,205,629         (7,255,223)         (1,158,165)         (6,956,316)           NON - OPERATING EXPENSE         959,602         969,828         1,004,557         926,247         923,166           Non - Operating Material Expense         (134,873)         964,464         (70,286)         994,800         994,800           Non - Operating Other Expense         68,472,377         55,328,711         119,439,385         46,044,000         46,044,000	Contract Services	188,610	617,820	-	-	-				
Travel, Training & Dues         47,813         -         -         7,500         -           Warranty & Other Credits         (18,815,736)         (20,006,150)         (19,939,776)         (22,387,223)         (21,234,996)           General Expenses         1,447,777         1,873,492         253,514         731,519         1,413,960           TOTAL         12,171,784         31,205,629         (7,255,223)         (1,158,165)         (6,956,316)           NON - OPERATING EXPENSE         959,602         969,828         1,004,557         926,247         923,166           Non - Operating Material Expense         (134,873)         964,464         (70,286)         994,800         994,800           Non - Operating Other Expense         68,472,377         55,328,711         119,439,385         46,044,000         46,044,000	Provision for Passenger Security	4,869,456	4,413,384	4,845,000	4,825,921	4,845,000				
Warranty & Other Credits         (18,815,736)         (20,006,150)         (19,939,776)         (22,387,223)         (21,234,996)           General Expenses         1,447,777         1,873,492         253,514         731,519         1,413,960           TOTAL         12,171,784         31,205,629         (7,255,223)         (1,158,165)         (6,956,316)           NON - OPERATING EXPENSE         Non - Operating Labor Expense         959,602         969,828         1,004,557         926,247         923,166           Non - Operating Material Expense         (134,873)         964,464         (70,286)         994,800         994,800           Non - Operating Other Expense         68,472,377         55,328,711         119,439,385         46,044,000         46,044,000	Leases & Rentals	377,028	382,733	366,208	454,593	365,200				
General Expenses         1,447,777         1,873,492         253,514         731,519         1,413,960           TOTAL         12,171,784         31,205,629         (7,255,223)         (1,158,165)         (6,956,316)           NON - OPERATING EXPENSE         Non - Operating Labor Expense         959,602         969,828         1,004,557         926,247         923,166           Non - Operating Material Expense         (134,873)         964,464         (70,286)         994,800         994,800           Non - Operating Other Expense         68,472,377         55,328,711         119,439,385         46,044,000         46,044,000	Travel, Training & Dues	47,813	-	-	7,500	-				
TOTAL         12,171,784         31,205,629         (7,255,223)         (1,158,165)         (6,956,316)           NON - OPERATING EXPENSE         Non - Operating Labor Expense         959,602         969,828         1,004,557         926,247         923,166           Non - Operating Material Expense         (134,873)         964,464         (70,286)         994,800         994,800           Non - Operating Other Expense         68,472,377         55,328,711         119,439,385         46,044,000         46,044,000	Warranty & Other Credits	(18,815,736)	(20,006,150)	(19,939,776)	(22,387,223)	(21,234,996)				
NON - OPERATING EXPENSE         959,602         969,828         1,004,557         926,247         923,166           Non - Operating Material Expense         (134,873)         964,464         (70,286)         994,800         994,800           Non - Operating Other Expense         68,472,377         55,328,711         119,439,385         46,044,000         46,044,000	General Expenses	1,447,777	1,873,492	253,514	731,519	1,413,960				
Non - Operating Labor Expense         959,602         969,828         1,004,557         926,247         923,166           Non - Operating Material Expense         (134,873)         964,464         (70,286)         994,800         994,800           Non - Operating Other Expense         68,472,377         55,328,711         119,439,385         46,044,000         46,044,000	TOTAL	12,171,784	31,205,629	(7,255,223)	(1,158,165)	(6,956,316)				
Non - Operating Material Expense         (134,873)         964,464         (70,286)         994,800         994,800           Non - Operating Other Expense         68,472,377         55,328,711         119,439,385         46,044,000         46,044,000	NON - OPERATING EXPENSE	<del></del>								
Non - Operating Other Expense 68,472,377 55,328,711 119,439,385 46,044,000 46,044,000	Non - Operating Labor Expense	959,602	969,828	1,004,557	926,247	923,166				
	Non - Operating Material Expense	(134,873)	964,464	(70,286)	994,800	994,800				
TOTAL 69,297,106 57,263,003 120,373,656 47,965,047 47,961,966	Non - Operating Other Expense	68,472,377	55,328,711	119,439,385	46,044,000	46,044,000				
	TOTAL	69,297,106	57,263,003	120,373,656	47,965,047	47,961,966				

# CHICAGO TRANSIT AUTHORITY Projected FY 2004 - 2008 Five Year Program Marks

<b>NEW FUNDS</b>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<b>TOTAL</b>
Sec. 9 (5307) Formula	\$115,596,892	\$115,596,892	\$115,596,892	\$115,596,892	\$115,596,892	\$577,984,460
Sec. 9 (5307) CMAQ	\$0	\$0	\$0	\$0	\$0	\$0
Sec. 3 (5309) Fixed Guideway	\$75,369,971	\$75,369,971	\$75,369,971	\$75,369,971	\$75,369,971	\$376,849,855
Sec. 3 (5309) Bus	\$3,588,042	\$3,588,042	\$3,588,042	\$3,588,042	\$3,588,042	\$17,940,210
Sec. 3 (5309) New Start	\$130,000,000	<u>\$122,934,880</u>	\$80,834,880	<u>\$37,934,880</u>	<u>\$37,934,880</u>	<u>\$409,639,520</u>
Sub-Total Available Federal	\$324,554,905	\$317,489,785	\$275,389,785	\$232,489,785	\$232,489,785	\$1,382,414,045
Total Federal	\$324,554,905	\$317,489,785	\$275,389,785	\$232,489,785	\$232,489,785	\$1,382,414,045
IDOT Bonds	\$44,080,000	\$46,400,000	\$46,400,000	\$46,400,000	\$46,400,000	\$229,680,000
RTA Bonds Reissue	\$2,060,700					
RTA/SCIP II Phase II Bonds	\$130,000,000		\$0	\$0	\$0	\$130,000,000
RTA/SCIP Bonds Future	\$0	\$130,000,000			\$130,000,000	
RTA Bonds New	\$23,865,753	\$32,345,536	\$0	\$0	\$0	\$56,211,289
Transfer Capital	\$20,353,000	\$20,353,000	\$20,353,000	\$20,353,000	\$20,353,000	\$101,765,000
Service Board	\$6,440,460	\$56,605,600	\$65,256,579	\$64,669,429	\$64,703,256	\$257,675,324
CTA Bonding	\$250,000,000	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$250,000,000</u>
Available State/Local	\$476,799,913	\$291,704,136	\$269,009,579	\$268,422,429	\$268,456,256	\$1,574,392,313
Total Available Funds	\$801,354,818	\$609,193,921	\$544,399,364	\$500,912,214	\$500,946,041	\$2,956,806,358

## **Proposed FY 2004- 2008 Capital Program**

Proj # Bus Projec	Title cts		<u>Funded</u>	2004	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	5 Year <u>Funding</u>	<u>Outyear</u>	Project Total
	Rolling Stock										
021.803 021.806 031.054	Perform Bus Maintenance Activities Perform Mid-Life Bus Overhaul Replace Buses	Sub-Total	11,370 20,110 154,633 <b>186,113</b>	7,588 10,261 48,000 <b>65,849</b>	7,588 0 38,671 <b>46,260</b>	7,588 6,496 0 <b>14,084</b>	7,588 6,901 30,315 <b>44,804</b>	7,588 2,938 30,315 <b>40,841</b>	37,941 26,596 147,301 <b>211,838</b>	0 0 93,314 <b>93,314</b>	49,311 46,706 395,248 <b>491,265</b>
Rail Proje	cts										
194.115 194.117 194.139	Acquisitions & Extensions Expand Capacity - Brown Line Rehabilitate Blue Line - Cermak Branch Rehabilitate Red Line - Dan Ryan Branch	Sub-Total	112,425 211,333 148,642 <b>472,401</b>	117,941 85,000 105,979 <b>308,920</b>	61,890 85,000 49,409 <b>196,299</b>	61,890 50,443 0 <b>112,332</b>	61,890 0 0 <b>61,890</b>	61,890 0 0 <b>61,890</b>	365,499 220,443 155,388 <b>741,330</b>	51,986 0 0 <b>51,986</b>	529,910 431,776 304,030 <b>1,265,717</b>
121.500	P/W Electric, Signal, Comm. Replace/Upgrade Power Distribution and Signals S	iub-Total	35,868 <b>35,868</b>	11,697 <b>11,697</b>	89,112 <b>89,112</b>	59,938 <b>59,938</b>	50,085 <b>50,085</b>	9,007 <b>9,007</b>	219,840 <b>219,840</b>	28,522 <b>28,522</b>	284,230 <b>284,230</b>
171.036 171.133 171.217 173.022 181.500	P/W Track & Structure Renew Structure Repair Track and Structure Defects Replace Flange Angles Rehab Purple Line Viaducts Infrastructure Safety & Renewal Program	Sub-Total	14,670 5,401 38,866 8,635 60,236 <b>127,807</b>	6,562 5,401 11,811 816 7,178 <b>31,767</b>	0 5,401 3,937 8,407 14,735 <b>32,479</b>	0 5,401 0 0 4,411 <b>9,812</b>	0 5,401 0 0 13,730 <b>19,130</b>	0 6,580 0 1,808 13,430 <b>21,819</b>	6,562 28,183 15,748 11,032 53,483 <b>115,008</b>	0 0 0 0 24,612 <b>24,612</b>	21,232 33,584 54,614 19,666 138,331 <b>267,427</b>
022.903 022.906 132.056	Rolling Stock Perform Rail Car Overhaul & Mid-Life Rehabilitation Perform Rail Car Maintenance Activities Purchase Rail Cars	sub-Total	29,086 11,814 44,328 <b>85,228</b>	29,150 8,460 0 <b>37,610</b>	29,346 8,460 39,012 <b>76,817</b>	38,814 8,460 163,724 <b>210,998</b>	25,514 8,460 162,144 <b>196,117</b>	60,413 8,460 133,255 <b>202,128</b>	183,237 42,298 498,135 <b>723,670</b>	104,373 0 501,183 <b>605,556</b>	316,696 54,113 1,043,646 <b>1,414,455</b>
141.272 141.273	Stations & Pass. Facilities  Design Rail Stations  Reconstruct Rail Stations (Howard & Washington St. Station)  S	sub-Total	15,387 18,782 <b>34,168</b>	0 171,433 <b>171,433</b>	0 0 <b>0</b>	2,077 2,332 <b>4,409</b>	2,077 0 <b>2,077</b>	0 56,273 <b>56,273</b>	4,154 230,039 <b>234,192</b>	22,189 208,811 <b>231,000</b>	41,729 457,632 <b>499,361</b>

## **Proposed FY 2004- 2008 Capital Program**

Proj #	<u>Title</u>	<u>Funded</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	5 Year <u>Funding</u>	<u>Outyear</u>	Project Total
Systemwi	de Projects									
	Miscellaneous									
052.018	Implement Control Center & SCADA Operational Sys. Projects	56,087	583	233	1,930	11,600	0	14,346	0	70,433
053.016	Systemwide Communication Upgrades	31,485	6,996	6,996	6,496	6,996	6,496	33,980	29,170	94,635
061.059	Implement Computer Systems	30,319	6,025	4,630	4,755	4,898	5,512	25,819	17,105	73,243
062.090	Replace Financial Systems & Corporate Time & Attendance	4,804	2,402	2,402	0	0	0	4,804	0	9,608
102.039	Implement Automated Fare Control (AFC) Projects	34,890	45,904	1,274	2,625	2,915	0	52,718	10,092	97,700
110.011	Improve Systemwide Signage Program	11,600	0	3,603	3,498	3,498	0	10,599	0	22,199
150.028	Implement Security Projects	12,259	4,025	15,579	7,579	0	0	27,183	0	39,442
190.033	Implement Quality Assurance Program	3,742	458	472	486	500	515	2,431	0	6,173
190.037	Land Acquisition	23,320	11,660	11,660	10,641	11,550	10,436	55,947	0	79,267
202.205	Program Management	12,664	4,664	4,664	4,664	4,664	4,664	23,320	0	35,984
202.220	Alternatives Analysis & P E - Ogden & Circle Line	399	2,915	0	11,660	0	0	14,575	0	14,974
307.001	Paratransit Service Capital Cost of Contracting	16,500	18,045	18,767	19,330	20,103	20,706	96,951	0	113,451
308.002	Bond Repayment, Interest Cost, & Finance Cost	0	0	22,167	22,167	22,167	22,167	88,667	243,833	332,500
	Sub-Total	238,069	103,676	92,447	95,830	88,890	70,497	451,339	300,201	989,609
								0	0	0
	Support Facilities & Equip.							0	0	0
073.500	Improve Facilities - Systemwide	74,615	58,272	63,416	25,471	24,611	26,190	197,958	133,156	405,730
084.059	Purchase Equipment & Non-Revenue Vehicles	54,841	12,131	12,364	11,525	13,308	12,302	61,630	0	116,472
	Sub-Total	129,456	70,403	75,779	36,996	37,918	38,492	259,589	133,156	522,201
	Total Capital Projects	1,309,111	801,355	609,194	544,399	500,912	500,946	2,956,806	1,468,348	5,734,265
	Marks		551,355	609,194	544,399	500,912	500,946	2,706,806		
	CTA Bond		250,000	0	0	0	0	250,000		
	Marks/Variance		0	(0)	(0)	0	0	(0)		

**PROJECT:** 021.803 **CATEGORY:** BUS-ROLLING STOCK

**PROJECT TITLE:** Perform Bus Maintenance Activities

#### **DESCRIPTION/JUSTIFICATION:**

Funding will provide labor and material to support the repair of buses. Maintenance costs will stabilize as more buses are cycled through the Mid-Life Overhaul Program.

CTA has embarked on an aggressive Bus Preventive Maintenance Program to schedule replacement of parts nearing the end of their useful life before they fail. By investing in a Preventive Maintenance Program centered on the timely overhaul and replacement of buses CTA will improve the comfort, quality, and reliability of its service while reducing operating expenses. As more buses are cycled through the Mid-Life Overhaul Program, unscheduled maintenance on buses will be significantly reduced.

GRANT	GRANTS			I	EXPEND	ITURES	<b>OBLIGATIONS</b>		
Funded		\$	11,369,837	2004	\$	7,588,250	\$	7,588,250	
Pending	FY 2003		0	2005		7,588,250		7,588,250	
	FY 2004		7,588,250	2006		7,588,250		7,588,250	
	FY 2005		7,588,250	2007		7,588,250		7,588,250	
	FY 2006		7,588,250	2008		7,588,250		7,588,250	
	FY 2007		7,588,250	2009		0		0	
	FY 2008		7,588,250						
	Total	\$	49,311,087		\$	37,941,250	\$	37,941,250	
FY 2004-2008	Program	\$	37,941,250						

**PROJECT:** 021.806 **CATEGORY:** BUS-ROLLING STOCK

**PROJECT TITLE:** Perform Mid-Life Bus Overhaul

#### **DESCRIPTION/JUSTIFICATION:**

Funding will provide for the continuation of the Mid-Life Overhaul of CTA buses.

CTA has embarked on an aggressive Bus Preventive Maintenance Program to schedule replacement of parts nearing the end of their useful life before they fail. Most of this effort will center on the Mid-Life Overhaul of buses in their 5th to 7th year. This program will have many benefits. By investing in a Preventive Maintenance Program centered on the timely overhaul and replacement of buses, CTA will improve the comfort, quality, and reliability of its service while reducing operating expenses. As more buses are cycled through the Mid-Life Overhaul Program, unscheduled maintenance on buses will be significantly reduced.

GRANT	S			EXPEND	ITURES	OE	BLIGATIONS
Funded		\$ 20,109,913	2004	\$	10,260,800	\$	10,260,800
Pending	FY 2003	0	2005		0		0
	FY 2004	10,260,800	2006		6,496,000		6,496,000
	FY 2005	0	2007		6,901,178		6,901,178
	FY 2006	6,496,000	2008		2,938,320		2,938,320
	FY 2007	6,901,178	2009		0		0
	FY 2008	2,938,320					
	Total	\$ 46,706,211		\$	26,596,298	\$	26,596,298
FY 2004-2008	Program	\$ 26,596,298					

**PROJECT:** 022.903 **CATEGORY:** RAIL-ROLLING STOCK

**PROJECT TITLE:** Perform Rail Car Overhaul & Mid-Life Rehabilitation

#### **DESCRIPTION/JUSTIFICATION:**

Funding will provide for ongoing overhaul preventive maintenance program. Maintenance costs will stabilize as more rail cars are cycled through the preventive maintenance program.

CTA has embarked on an aggressive Rail Preventative Maintenance Program to schedule replacement of parts nearing the end of their useful life before they fail. Examples of items to be replaced are control groups, air conditioning units, and truck assemblies including traction motors, brake calipers, and axle assemblies. This effort will center on "C" level overhaul at 6 and 18 years, and a mid-life ("D" level) overhaul at 12 to 13 years. By performing these scheduled maintenance activities and replacing rail cars at the appropriate time, generally at 25 years of age, CTA will improve the comfort, quality, and service reliability of the rail cars while reducing operating maintenance costs. As more rail cars are cycled through the overhaul program, unscheduled maintenance will be significantly reduced.

As a result of a revised schedule for replacement of the 2200 Series rail cars, overhaul work is required so that the service life of these cars can be extended for a period of five to nine years.

GRANT	S			EXPEND	ITURES	01	BLIGATIONS
Funded		\$ 29,085,653	2004	\$	29,150,000	\$	29,150,000
Pending	FY 2003	0	2005		29,150,000		29,150,000
	FY 2004	29,150,000	2006		38,814,416		38,814,416
	FY 2005	29,345,944	2007		25,513,929		25,513,929
	FY 2006	38,814,416	2008		60,412,667		60,412,667
	FY 2007	25,513,929	2009		0		0
	FY 2008	60,412,667					
	Total	\$ 212,322,608		\$	183,236,955	\$	183,236,955
FY 2004-2008	Program	\$ 183,236,955					

**PROJECT:** 022.906 **CATEGORY:** RAIL-ROLLING STOCK

**PROJECT TITLE:** Perform Rail Car Maintenance Activities

#### **DESCRIPTION/JUSTIFICATION:**

Funding will provide for the ongoing repair of rail cars. Maintenance costs will stabilize as more rail cars are cycled through the preventive maintenance overhaul program.

CTA has embarked on an aggressive rail preventative maintenance program to schedule replacement of parts nearing the end of their useful life before they fail. This effort will center on "C" level overhauls at 6 to 18 years, and a mid-life ("D" level) overhaul at 12 to 13 years. By performing these maintenance activities and replacing rail cars at the appropriate time, generally at 25 years of age, CTA will improve the comfort, quality, and service reliability of the rail cars while reducing operating maintenance costs. As more rail cars are cycled through the overhaul program, unscheduled maintenance will be significantly reduced.

GRANT	S			EXPEND	ITURES	OE	LIGATIONS
Funded		\$ 11,814,359	2004	\$	8,459,670	\$	8,459,670
Pending	FY 2003	0	2005		8,459,670		8,459,670
	FY 2004	8,459,670	2006		8,459,670		8,459,670
	FY 2005	8,459,670	2007		8,459,670		8,459,670
	FY 2006	8,459,670	2008		8,459,670		8,459,670
	FY 2007	8,459,670	2009		0		0
	FY 2008	8,459,670					
	Total	\$ 54,112,709		\$	42,298,350	\$	42,298,350
FY 2004-2008	Program	\$ 42,298,350					

**PROJECT:** 031.054 **CATEGORY:** BUS-ROLLING STOCK

**PROJECT TITLE:** Replace Buses

#### **DESCRIPTION/JUSTIFICATION:**

Purchase and place into service fully accessible, air conditioned, buses, including a spare parts inventories.

The 426 Flxible buses manufactured in 1991 are still in service and will be replaced. These buses reached their industry standard retirement age of 12 years in 2003. TMC buses were received in 1991 and have reached the industry standard retirement age of 12 years. Continued operation of these overage buses imposes unnecessarily high maintenance and operating costs on the CTA and reduces service reliability for our customers. All of the new buses will be air conditioned and fully accessible.

GRANT	GRANTS		1	EXPEND	ITURES	<b>OBLIGATIONS</b>		
Funded		\$	154,633,361	2004	\$	48,000,000	\$	48,000,000
Pending	FY 2003		0	2005		38,671,486		38,671,486
	FY 2004		48,000,000	2006		0		0
	FY 2005		38,671,486	2007		30,314,657		30,314,657
	FY 2006		0	2008		30,314,656		30,314,656
	FY 2007		30,314,657	2009		0		0
	FY 2008		30,314,656					
	Total	\$	301,934,160		\$	147,300,799	\$	147,300,799
FY 2004-2008	Program	\$	147,300,799					

**PROJECT:** 052.018 **CATEGORY:** SYSTEM-MISCELLANEOUS

**PROJECT TITLE:** Implement Control Center & SCADA Operational System Projects

#### **DESCRIPTION/JUSTIFICATION:**

Funding will provide for planned improvements that will enhance the Control Center and the Supervisory Control and Data Acquisitions (SCADA) system.

Certain components of the network and computer systems at the control center are aged and or are obsolete requiring replacement to ensure that all service monitoring and control functions remain 100% operational. The SCADA system dates back to 1990 and various elements of the traction power system are old and require replacement to ensure that SCADA system continues to perform its many critical functions on the rail system.

GRANT	S			<b>EXPEND</b>	ITURES	O	BLIGATIONS
Funded		\$ 56,086,831	2004	\$	583,000	\$	583,000
Pending	FY 2003	0	2005		233,200		233,200
	FY 2004	583,000	2006		1,929,730		1,929,730
	FY 2005	233,200	2007		11,600,216		11,600,216
	FY 2006	1,929,730	2008		0		0
	FY 2007	11,600,216	2009		0		0
	FY 2008	0					
	Total	\$ 70,432,977		\$	14,346,146	\$	14,346,146
FY 2004-2008	Program	\$ 14,346,146					

**PROJECT:** 053.016 **CATEGORY:** SYSTEM-SUPPORT FACILITIES & EQUIPMENT

**PROJECT TITLE:** Systemwide Communications Upgrades

#### **DESCRIPTION/JUSTIFICATION:**

Implement systemwide communication upgrades for the bus, rail and support functions throughout the Authority.

CTA's copper cable plant is fifty-five years old, paper insulated, with a lead sheath. This cable fails constantly due to its age and construction. Bandwidth requirements of newer systems such as the PPA/AV, AFC, and SCADA are too demanding for the existing copper cable plant. Communication circuits must be leased from a local service provider in order to accommodate these systems. It is estimated that the need for faster data transmissions will grow in the near future. It is also anticipated that additional applications such as video and IP devices will need to be accommodated. The installation of fiber optics is needed to satisfy the above-mentioned systems and applications at rail stations, terminals, and shops.

GRANT	rs			EXPEND	ITURES	OE	BLIGATIONS
Funded		\$ 31,484,714	2004	\$	6,996,000	\$	6,996,000
Pending	FY 2003	0	2005		6,996,000		6,996,000
	FY 2004	6,996,000	2006		6,496,000		6,496,000
	FY 2005	6,996,000	2007		6,996,000		6,996,000
	FY 2006	6,496,000	2008		6,496,000		6,496,000
	FY 2007	6,996,000	2009		0		0
	FY 2008	6,496,000					
	Total	\$ 65,464,714		\$	33,980,000	\$	33,980,000
FY 2004-2008	Program	\$ 33,980,000					

**PROJECT:** 061.059 **CATEGORY:** SYSTEM-MISCELLANEOUS

**PROJECT TITLE:** Implement Computer Systems

#### **DESCRIPTION/JUSTIFICATION:**

Purchase hardware and software to implement new and upgraded data processing systems, funding for professional services to manage implementation of information technology, and the purchase and installation of office computer data processing hardware and software.

Computer systems, over time, reach their capacity or become outdated and consequently need to be upgraded or replaced. Existing and projected information demands require new applications and will be best met by systems with faster speed and greater reliability and efficiency. The Enterprise Program Management Office (e-PMO) will oversee all information technology projects to ensure that proper resources are used and implementation is efficient, cost effective and complete. Each of the information technology systems to be implemented will be highly complex and interdependent and proper management oversight will be required to ensure the success of these projects. Current staff will continue to perform maintenance and operating functions and the e-PMO staff will coordinate major information technology initiatives, consultants and CTA resources.

GRANT	GRANTS			EXPEND	ITURES	<b>OBLIGATIONS</b>		
Funded		\$	30,318,822	2004	\$	6,024,589	\$	6,024,589
Pending	FY 2003		0	2005		4,630,073		4,630,073
	FY 2004		6,024,589	2006		4,754,975		4,754,975
	FY 2005		4,630,073	2007		4,897,503		4,897,503
	FY 2006		4,754,975	2008		5,512,140		5,512,140
	FY 2007		4,897,503	2009		0		0
	FY 2008		5,512,140					
	Total	\$	56,138,102		\$	25,819,280	\$	25,819,280
FY 2004-2008	Program	\$	25,819,280					

**PROJECT:** 062.090 **CATEGORY:** SYSTEM-MISCELLANEOUS

**PROJECT TITLE:** Replace Financial Systems & Corporate Time & Attendance

#### **DESCRIPTION/JUSTIFICATION:**

Replace CTA's outmoded financial systems with a modern suite of financial systems and provide for the development of a corporate timekeeping system that will meet CTA requirements and interface effectively with the new financial systems.

This project will fund the implementation of a computerized time and attendance system that will assist and enhance the CTA's ability to capture and record employee time transactions for all CTA employees. In addition the corporate time keeping system will interface effectively with the CTA's new financial systems.

GRANT	GRANTS			EXPENDI	TURES	OBLIGATIONS		
Funded		\$	4,803,920	2004	\$	2,401,960	\$	2,401,960
Pending	FY 2003		0	2005		2,401,960		2,401,960
	FY 2004		2,401,960	2006		0		0
	FY 2005		2,401,960	2007		0		0
	FY 2006		0	2008		0		0
	FY 2007		0	2009		0		0
	FY 2008		0					
	Total	\$	9,607,840		\$	4,803,920	\$	4,803,920
FY 2004-2008	Program	\$	4,803,920					

**PROJECT:** 073.500 **CATEGORY:** SYSTEM-SUPPORT FACILITIES & EQUIPMENT

**PROJECT TITLE:** Improve Facilities - Systemwide

#### **DESCRIPTION/JUSTIFICATION:**

Upgrade and improve facilities systemwide.

This program will fund the rehabilitation of CTA facilities where building components have defects needing repair and require security enhancements. These facilities must be kept in a good state of repair in order to allow expedient performance of maintenance duties on CTA rolling stock and right-of-way, and to serve the needs of CTA's customers. This will also include the new CTA's building, which will replace the Merchandise Mart as the Transit Authority's headquarters.

A significant number of rail stations and bus turnarounds have not been improved or enhanced in many years and are in need of upgrades that will improve appearances and give passengers a greater sense of security and confidence in using the system. Many roofs are nearing, or are at the end of their service life and require replacement in order to avoid safety hazards and to prevent damage to building interiors and roof structures. Various escalators and elevators throughout the system are beyond their service life and are in disrepair, requiring continual maintenance work. These escalators and elevators are in poor condition and need to be rehabilitated to insure safe and reliable service.

GRANT	S			EXPEND	ITURES	01	BLIGATIONS
Funded		\$ 74,614,752	2004	\$	58,271,577	\$	58,271,577
Pending	FY 2003	0	2005		63,415,771		63,415,771
	FY 2004	58,271,577	2006		25,470,608		25,470,608
	FY 2005	63,415,771	2007		24,610,721		24,610,721
	FY 2006	25,470,608	2008		26,189,760		26,189,760
	FY 2007	24,610,721	2009		0		0
	FY 2008	26,189,760					
	Total	\$ 272,573,189		\$	197,958,437	\$	197,958,437
FY 2004-2008	Program	\$ 197,958,437					

**PROJECT:** 084.059 **CATEGORY:** SYSTEM-MISCELLANEOUS

**PROJECT TITLE:** Purchase Equipment & Non-Revenue Vehicles

#### **DESCRIPTION/JUSTIFICATION:**

Provide for the purchase of tools, equipment, hoists, and non-revenue vehicles needed to maintain the bus and rail rolling stock, and facilities throughout the CTA system.

Capital eligible equipment purchased under this program will be used to repair bus and rail rolling stock and maintain elements of the infrastructure in order to support operations throughout the CTA system. Examples of equipment include (2004 costs): hoists (\$30,000), Bobcat with Backhoe (\$31,000), floor scrubber (\$35,000), and fork lifts (\$45,000). The non-revenue vehicles to be replaced are overaged. Non-revenue vehicles are essential for maintaining efficient bus and rail operations. Examples of vehicles now in need of replacement include (cost in 2004 dollars): vehicles for street supervision, at a cost of \$23,000 each; bucket vans at \$35,000 each; tractor loaders \$20,000 each; and stake body trucks at \$100,000 each.

GRAN	TS			EXPEND	ITURES	OE	BLIGATIONS
Funded		\$ 54,841,411	2004	\$	12,131,437	\$	12,131,437
Pending	FY 2003	0	2005		12,363,666		12,363,666
	FY 2004	12,131,437	2006		11,525,113		11,525,113
	FY 2005	12,363,666	2007		13,307,773		13,307,773
	FY 2006	11,525,113	2008		12,302,230		12,302,230
	FY 2007	13,307,773	2009		0		0
	FY 2008	12,302,230					
	Total	\$ 116,471,630		\$	61,630,219	\$	61,630,219
FY 2004-2008	Program	\$ 61,630,219					

**PROJECT:** 102.039 **CATEGORY:** SYSTEM-MISCELLANEOUS

**PROJECT TITLE:** Implement Automated Fare Control (AFC) Projects

#### **DESCRIPTION/JUSTIFICATION:**

Design, purchase, and implement projects associated with the existing Automated Fare Collection System and Chicago Card Program. This program will fund the phased implementation of AFC projects such as the following: replacement of fareboxes on all CTA buses, Chicago Card technology enhancements and an upgrade of the AFC system components that have reached the end of their useful life and require replacement.

These AFC system improvements will continue to provide the CTA with highly accurate revenue and ridership data, while decreasing operational costs associated with handling cash, cash counting and revenue loss. The continuing automation of the fare collection system will allow for faster passenger entry and access to the transit system. The Chicago Card technology enhancements provides for expired card trade in, card data format, hot list and communication enhancements, point of sale devices, transit benefit and web services. It will also support general deployment of the automated fare collection system. The current bus farebox equipment is 16 years old and beyond its service life of 10 years. As the equipment ages, the failure rate will cause increased malfunctions, revenue loss, and customer inconvenience. Replacement parts are becoming hard to find, which contributes to the high cost of maintaining the equipment.

GRANT	GRANTS				<b>EXPEND</b>	ITURES	Ol	OBLIGATIONS  \$ 45,904,020  1,274,120  2,624,684  2,914,953			
Funded		\$	34,890,181	2004	\$	45,904,020	\$	45,904,020			
Pending	FY 2003		0	2005		1,274,120		1,274,120			
	FY 2004		45,904,020	2006		2,624,684		2,624,684			
	FY 2005		1,274,120	2007		2,914,953		2,914,953			
	FY 2006		2,624,687	2008		0		0			
	FY 2007		2,914,950	2009		0		0			
	FY 2008		0								
	Total	\$	87,607,958		\$	52,717,777	\$	52,717,777			
FY 2004-2008	Program	\$	52,717,777								

**PROJECT:** 110.011 **CATEGORY:** SYSTEM-MISCELLANEOUS

**PROJECT TITLE:** Improve Systemwide Signage Program

#### **DESCRIPTION/JUSTIFICATION:**

The scope of this project is to design and implement modern signage, on the bus and rail systems, that is clear and understandable to passengers. Develop a consistent visual image for the CTA with primary emphasis on system signage but also including related graphic material, architectural themes and promotional efforts.

Improved bus and rail system signage can greatly improve passenger understanding of routes and schedules.

GRANTS			<b>EXPENDITURES</b>			<b>OBLIGATIONS</b>		
Funded		\$	11,600,000	2004	\$	0	\$	0
Pending	FY 2003		0	2005		3,602,940		3,602,940
	FY 2004		0	2006		3,498,000		3,498,000
	FY 2005		3,602,940	2007		3,498,000		3,498,000
	FY 2006		3,498,000	2008		0		0
	FY 2007		3,498,000	2009		0		0
	FY 2008		0					
	Total	\$	22,198,940		\$	10,598,940	\$	10,598,940
FY 2004-2008	Program	\$	10,598,940					

**PROJECT:** 121.500 **CATEGORY:** RAIL-ELECTRIC/SIGNAL/COMMUNICATION

**PROJECT TITLE:** Replace/Upgrade Power Distribution and Signals

#### **DESCRIPTION/JUSTIFICATION:**

Replace and upgrade power distribution, substations and associated facilities, and Loop signals and interlockings at Tower 18 and replacement of various signals systemwide.

Replacement and upgrading of the signal and power distribution system must be accomplished in order to provide safe operation. Replacing this power distribution system will decrease the possibility of power shutdowns and service disruptions, and will eliminate slow zones. Substation facilities require replacement due to age and deterioration. This will also replace Loop signals and Interlockings system at Tower 18. Substation failure results in a substantial disruption in service. The block signal system in the Dearborn Subway and the Congress Branch is over 40 years old and maintenance is limited because of lack of spare parts.

GRANTS			EXPENDITURES			<b>OBLIGATIONS</b>		
Funded		\$	35,867,814	2004	\$	11,696,662	\$	11,696,662
Pending	FY 2003		0	2005		89,112,443		89,112,443
	FY 2004		11,696,662	2006		59,938,122		59,938,122
	FY 2005		89,112,443	2007		50,085,189		50,085,189
	FY 2006		59,938,122	2008		9,007,350		9,007,350
	FY 2007		50,085,189	2009		0		0
	FY 2008		9,007,350					
	Total	\$	255,707,580		\$	219,839,766	\$	219,839,766
FY 2004-2008	Program	\$	219,839,766					

**PROJECT:** 132.056 **CATEGORY:** RAIL-ROLLING STOCK

**PROJECT TITLE:** Purchase Rail Cars

#### **DESCRIPTION/JUSTIFICATION:**

Replace the 2200 and 2400 series rapid transit cars and purchase cars to meet expanded service needs.

The replacement of the 2200 and 2400 Series rail car is necessary due to the age and deteriorated condition of these cars. The 2200 Series rail cars have been in service for over 30 years, which is well beyond their 25 year design life, and the 2400 Series have been in service over 25 years. The deteriorated condition of these vehicles is clearly evidenced in the form of increased service failures and longer repair downtime, which results in decreased availability for service. Replacement of these rail cars will provide the CTA with modern updated vehicles that will decrease maintenance and operating costs while enhancing rider comfort. The new cars will have sliding doors wide enough to accommodate wheelchairs. The number of cars to be purchased will be determined on the basis of bid prices for the rail car procurement, and future schedule and maintenance requirements.

GRANTS			EXPENDITURES			<b>OBLIGATIONS</b>		
Funded		\$ 44,328,413	2004	\$	0	\$	0	
Pending	FY 2003	0	2005		39,011,829		39,011,829	
	FY 2004	0	2006		163,724,268		163,724,268	
	FY 2005	39,011,829	2007		162,143,625		162,143,625	
	FY 2006	163,724,268	2008		133,255,166		133,255,166	
	FY 2007	162,143,625	2009		0		0	
	FY 2008	133,255,166						
	Total	\$ 542,463,302		\$	498,134,889	\$	498,134,889	
FY 2004-2008	Program	\$ 498,134,889						

**PROJECT:** 141.272 **CATEGORY:** RAIL-STATIONS & PASSENGER FACILITIES

**PROJECT TITLE:** Design Rail Stations

#### **DESCRIPTION/JUSTIFICATION:**

The scope of this project is to provide for the design of CTA rail stations throughout the system. All stations will be accessible when reconstruction is complete.

Belmont Station on the O'Hare Line was constructed in 1970 and has a weekday average ridership of 4,480 passengers. Dempster Station on the Evanston/Purple Line was constructed in 1919 with an average weekday ridership of 680 passengers. Due to these station's high usage and deteriorating structural condition, rehabilitation or replacement is required in order to maintain a safe and acceptable level of service. Main Street Station on the Purple Line has an average daily weekday ridership of 1129 passengers. Upon completion, the stations will be fully ADA compliant.

GRANTS				<b>EXPENDITURES</b>			<b>OBLIGATIONS</b>	
Funded		\$	15,386,505	2004	\$	0	\$	0
Pending	FY 2003		0	2005		0		0
	FY 2004		0	2006		2,076,862		2,076,862
	FY 2005		0	2007		2,076,811		2,076,811
	FY 2006		2,076,862	2008		0		0
	FY 2007		2,076,811	2009		0		0
	FY 2008		0					
	Total	\$	19,540,178		\$	4,153,673	\$	4,153,673
FY 2004-2008	Program	\$	4,153,673					

**PROJECT:** 141.273 **CATEGORY:** RAIL-STATIONS & PASSENGER FACILITIES

**PROJECT TITLE:** Reconstruct Rail Stations (Howard & Washington St. Stations)

#### **DESCRIPTION/JUSTIFICATION:**

The scope of this project is to reconstruct Howard Station on the Red Line; including reconstruction of the bus terminal and parking lot at Howard Station. In addition the project provides for the reconstruction of Wilson Station on the Red Line, construction of a multi-modal transportation stations located under Block 37 between Washington Stations on Blue and Red Lines; and rehabilitation of Granville Station on the Red (Howard) Line.

Wilson Station was constructed in 1900 and serves 5,100 passengers on a daily basis. Lawrence, Howard, and Granville Stations were constructed in the 1920's and have an average weekday ridership level of approximately 2,260, 6,150, and 3,120 passengers respectively. Granville Station was upgraded in 1978 to include an elevator for greater passenger access to and from the station platform. Main Street Station was constructed in 1919 and has a weekday average ridership of approximately 1,190 passengers. Due to the age, usage, and structural condition of these stations, replacement or rehabilitation is required in order to maintain a safe and acceptable level of service. Upon completion, the stations will be fully ADA compliant.

GRANT	GRANTS			EXPENDITURES		ITURES	<b>OBLIGATIONS</b>		
Funded		\$	18,781,666	2004	\$	171,433,314	\$	171,433,314	
Pending	FY 2003		0	2005		0		0	
	FY 2004		171,433,314	2006		2,332,000		2,332,000	
	FY 2005		0	2007		0		0	
	FY 2006		2,332,000	2008		56,273,298		56,273,298	
	FY 2007		0	2009		0		0	
	FY 2008		56,273,298						
	Total	\$	248,820,278		\$	230,038,612	\$	230,038,612	
FY 2004-2008	Program	\$	230,038,612						

**PROJECT:** 150.028 **CATEGORY:** RAIL-STATIONS & PASSENGER FACILITIES

**PROJECT TITLE:** Implement Security Projects

#### **DESCRIPTION/JUSTIFICATION:**

Purchase and install Closed Circuit Television and associated equipment to monitor and record activities in emergency situations. This also provides the installation of fire alarm systems at various garages, shops and terminals throughout the system.

The installation of security cameras at each of the CTA's rapid transit stations will enable security and operations staff to visually monitor ongoing activities, whether on-site or at a remote location, at each of the rail stations. This will also provide for the installation of fire alarm systems at various garages, shops and terminals throughout the system thereby providing adequate security for employees and customers. The enhancement of security on the public transit system will further meet the goals of the CTA, which is to provide a safe and friendly environment for the customers of the system.

GRANT	S			EXPEND	ITURES	0	BLIGATIONS
Funded		\$ 12,258,769	2004	\$	4,024,731	\$	4,024,731
Pending	FY 2003	0	2005		15,579,000		15,579,000
	FY 2004	4,024,731	2006		7,579,000		7,579,000
	FY 2005	15,579,000	2007		0		0
	FY 2006	7,579,000	2008		0		0
	FY 2007	0	2009		0		0
	FY 2008	0					
	Total	\$ 39,441,500		\$	27,182,731	\$	27,182,731
FY 2004-2008	Program	\$ 27,182,731					

**PROJECT:** 171.036 **CATEGORY:** RAIL-TRACK & STRUCTURE

**PROJECT TITLE:** Renew Structure

# **DESCRIPTION/JUSTIFICATION:**

Renew South Loop structure.

The components to be replaced are part of the original structure built in 1891 - 1896. The structure has settled at numerous locations resulting in poor profile of the elevated track. These components must be replaced in order to maintain safe and reliable service and eliminate the slow zones that are in place as a result of the structural condition.

GRANT	GRANTS			]	EXPENDI	TURES	OBLIGATIONS	
Funded		\$	14,670,000	2004	\$	6,561,716	\$	6,561,716
Pending	FY 2003		0	2005		0		0
	FY 2004		6,561,716	2006		0		0
	FY 2005		0	2007		0		0
	FY 2006		0	2008		0		0
	FY 2007		0	2009		0		0
	FY 2008		0					
	Total	\$	21,231,716		\$	6,561,716	\$	6,561,716
FY 2004-2008	Program	\$	6,561,716					

**PROJECT:** 171.133 **CATEGORY:** RAIL-TRACK & STRUCTURE

**PROJECT TITLE:** Repair Track and Structure Defects

## **DESCRIPTION/JUSTIFICATION:**

Correct deficiencies in CTA's extensive track system and structures through systematic inspection, and rehabilitation or replacement of substandard structural elements.

Defective track and structure must be repaired in order to maintain safe and reliable service. As elements are identified, requiring immediate repair or replacement, field forces are dispatched to the site to repair or replace the component to eliminate the need to impose slow zones.

GRANT	rs			<b>EXPEND</b>	ITURES	OE	BLIGATIONS
Funded		\$ 5,400,804	2004	\$	5,400,804	\$	5,400,804
Pending	FY 2003	0	2005		5,400,804		5,400,804
	FY 2004	5,400,804	2006		5,400,804		5,400,804
	FY 2005	5,400,804	2007		5,400,804		5,400,804
	FY 2006	5,400,804	2008		6,579,793		6,579,793
	FY 2007	5,400,804	2009		0		0
	FY 2008	6,579,793					
	Total	\$ 33,583,813		\$	28,183,009	\$	28,183,009
FY 2004-2008	Program	\$ 28,183,009					

**PROJECT:** 171.217 **CATEGORY:** RAIL-TRACK & STRUCTURE

**PROJECT TITLE:** Replace Flange Angles

## **DESCRIPTION/JUSTIFICATION:**

Repair and replacement of Flange Angles and supporting materials on the Red (North Main) Line and Brown (Ravenswood) Line sections of elevated track, which were installed in the late 1800's and are significantly deteriorated and in urgent need of replacement.

Flange Angle deterioration (rusting of the top and or bottom Flange Angles) and the subsequent loss of structure profile, causes misaligned rail and results in the imposition of slow zones until the structure is repaired and the track is realigned. This multi-year program will eliminate slow zones and preserve service quality. The work on both sections of track will be coordinated with the Ravenswood New Start project in order to minimize construction slow zones.

GRANT	S			<b>EXPEND</b>	ITURES	OE	BLIGATIONS
Funded		\$ 38,866,324	2004	\$	11,811,089	\$	11,811,089
Pending	FY 2003	0	2005		3,937,028		3,937,028
	FY 2004	11,811,089	2006		0		0
	FY 2005	3,937,028	2007		0		0
	FY 2006	0	2008		0		0
	FY 2007	0	2009		0		0
	FY 2008	0					
	Total	\$ 54,614,441		\$	15,748,117	\$	15,748,117
FY 2004-2008	Program	\$ 15,748,117					

**PROJECT:** 173.022 **CATEGORY:** RAIL-TRACK & STRUCTURE

**PROJECT TITLE:** Rehabilitate Purple Lines Viaducts

# **DESCRIPTION/JUSTIFICATION:**

Rehabilitate viaducts including concrete deck repairs, pier replacement, abutment and wall reinforcement on the Purple (Evanston) Line.

The concrete viaduct bridges and retaining walls were built in the early 1920's and the annual freeze-thaw cycles have deteriorated the concrete to the point where many of the spans are on temporary shoring and slow zones have resulted. After each freeze-thaw cycle, inspections uncover additional deterioration to the concrete structures. Several viaducts have required temporary shoring, which impedes street traffic.

GRANT	S			EXPEND	ITURES	OE	BLIGATIONS
Funded		\$ 8,634,5340	2004	\$	816,200	\$	816,200
Pending	FY 2003	0	2005		8,406,860		8,406,860
	FY 2004	816,200	2006		0		0
	FY 2005	8,406,860	2007		0		0
	FY 2006	0	2008		1,808,466		1,808,466
	FY 2007	0	2009		0		0
	FY 2008	1,808,466					
	Total	\$ 19,666,060		\$	11,031,526	\$	11,031,526
FY 2004-2008	Program	\$ 11,031,526					

**PROJECT:** 181.500 **CATEGORY:** RAIL-TRACK & STRUCTURE

**PROJECT TITLE:** Infrastructure Safety & Renewal Program

#### **DESCRIPTION/JUSTIFICATION:**

Systematically replace ties and fasteners on the Brown (Ravenswood) Line, Red (North Main) Line, and State Street Subway, which have deteriorated to a point where they can no longer provide adequate rail connection and gauge. Additionally, this project will upgrade track components from Addison to O'Hare on the Blue Line and will renew rail, track, structure and related elements at locations to be determined by inspection. Deteriorated wooden footwalks on the elevated structure systemwide will also be replaced as part of this program.

Some of the existing track components, ties and footwalk, as well as many of the right-of-way elements are at least 30 years old and have exceeded their useful life and are in need of replacement. The program to replace these components will preempt the need to impose slow zones due to the there deteriorating condition. When completed, train speed can be increased and reliability will be greatly improved. In addition, right-of-way improvements will provide greater access to maintenance personnel and as an emergency evacuation walkway for passengers.

GRANT	S			EXPEND	ITURES	OI	BLIGATIONS
Funded		\$ 60,235,804	2004	\$	7,177,610	\$	7,177,610
Pending	FY 2003	0	2005		14,734,580		14,734,580
	FY 2004	7,177,610	2006		4,411,249		4,411,249
	FY 2005	14,734,580	2007		13,729,650		13,729,650
	FY 2006	4,411,249	2008		13,430,293		13,430,293
	FY 2007	13,729,650	2009		0		0
	FY 2008	13,430,293					
	Total	\$ 113,719,186		\$	53,483,382	\$	53,483,382
FY 2004-2008	Program	\$ 53,483,382					

**PROJECT:** 190.033 **CATEGORY:** SYSTEM-MISCELLANEOUS

**PROJECT TITLE:** Implement Quality Assurance Program

## **DESCRIPTION/JUSTIFICATION:**

Develop and implement a Quality Assurance Program governing capital program implementation in accordance with federal regulations. Establish standards to ensure proper procedures and guidelines for implementation of the Capital Construction Program.

The Quality Assurance Program ensures that the Chicago Transit Authority's Capital Program adheres to quality standards, in accordance with federal regulations, and best practices in the construction industry. This project develops and puts those standards into practice. The entire capital program benefits from this quality assurance function. The CTA could, but does not, allocate these costs to specific projects. The CTA finds greater control in managing these costs centrally.

GRANT	S			EXPENDI	TURES	OE	BLIGATIONS
Funded		\$ 3,742,194	2004	\$	457,887	\$	457,887
Pending	FY 2003	0	2005		471,623		471,623
	FY 2004	457,887	2006		485,772		485,772
	FY 2005	471,623	2007		500,333		500,333
	FY 2006	485,772	2008		515,352		515,352
	FY 2007	500,333	2009		0		0
	FY 2008	515,352					
	Total	\$ 6,173,161		\$	2,430,967	\$	2,430,967
FY 2004-2008	Program	\$ 2,430,967					

**PROJECT:** 190.037 **CATEGORY:** SYSTEM-MISCELLANEOUS

**PROJECT TITLE:** Land Acquisition

# **DESCRIPTION/JUSTIFICATION:**

Acquire land for future CTA needs.

The Authority has deteriorating bus garages, which must be replaced. These garages may require relocation to a more effective site. Having no land in our possession delays improvement or replacement of these facilities. Funding will also provide for acquisition of various parcels throughout the service area, to allow for: track realignments to improve operational efficiency, construction of bus garages, improvements to bus turnarounds, enhancement of rail terminals and stations, locations for electrical power substations and train control/signal equipment.

GRANT	GRANTS				EXPEND	ITURES	660,000 11,660		
Funded		\$	23,320,000	2004	\$	11,660,000	\$	11,660,000	
Pending	FY 2003		0	2005		11,660,000		11,660,000	
	FY 2004		11,660,000	2006		10,640,732		10,640,732	
	FY 2005		11,660,000	2007		11,549,695		11,549,695	
	FY 2006		10,640,732	2008		10,436,372		10,436,372	
	FY 2007		11,549,695	2009		0		0	
	FY 2008		10,436,372						
	Total	\$	76,266,799		\$	55,946,799	\$	55,946,799	
FY 2004-2008	Program	\$	55,946,799						

**PROJECT:** 194.115 **CATEGORY:** RAIL-ACQUSITIONS & EXTENSIONS

**PROJECT TITLE:** Expand Capacity - Brown Line

#### **DESCRIPTION/JUSTIFICATION:**

Expand the passenger capacity of the Brown (Ravenswood) Line from Kimball Terminal to Tower 18 in the Loop.

The elevated portion of the Ravenswood route was constructed between 1893 and 1910 from Belmont to Campbell, and extended at grade to its present terminal in the 1910's. It includes 19 stations, and serves approximately 90,000 riders each weekday. Ridership has grown for twenty years at a compounded annual rate of 1.7%, and rush hour trains are crush-loaded. The Line's market area continues to redevelop, and potential riders are being discouraged from using the Brown (Ravenswood) Line due to crowded conditions. Several CTA lines operate eight-car trains, but the Brown Line is limited to six-car trains due to station platform length. Lengthening all platforms to accommodate eight-car trains, and selected track, signal and yard improvements will substantially increase capacity of the line.

GRANT	GRANTS				EXPEND	DITURES	<b>OBLIGATIONS</b>		
Funded		\$	112,425,443	2004	\$	117,940,691	\$	117,940,691	
Pending	FY 2003		0	2005		61,889,592		61,889,592	
	FY 2004		117,940,691	2006		61,889,592		61,889,592	
	FY 2005		61,889,592	2007		61,889,592		61,889,592	
	FY 2006		61,889,592	2008		61,889,592		61,889,592	
	FY 2007		61,889,592	2009		0		0	
	FY 2008		61,889,592						
	Total	\$	477,924,502		\$	365,499,059	\$	365,499,059	
FY 2004-2008	Program	\$	365,499,059						

**PROJECT:** 194.117 **CATEGORY:** RAIL-ACQUSITIONS & EXTENSIONS

**PROJECT TITLE:** Rehabilitate Blue Line - Cermak Branch

#### **DESCRIPTION/JUSTIFICATION:**

Provide for the reconstruction of the Cermak Branch from 54th/Cermak in Cicero through the incline connection to the Forest Park Branch.

The Engineering Condition Assessment indicates the presence of an improper structure profile on the elevated structure, which has led to the identification of a permanent slow zone from 18th to Polk Street. Modest structure renewal has kept the line open, but major work on the terminal, rail stations, signal and communications, structure and foundations is needed to keep the line open and restore the normal operating speed on the line. Recent accelerated deterioration of foundations have led to an increase in maintenance costs and amount of slow orders on this line. Rehabilitation of the Cermak Branch of the Blue Line will be accomplished in three phases. Phase I will replace the existing iron structure with concrete bents and cross girders. Stations will be reconstructed as the track structure is being built. Six stations will be replaced in coordination with bent replacement. Phase II of the project involves rehabilitating the existing structure, track, and construction of column bases and foundations on the north section of the elevated structure from Loomis Incline to Wood Street. Phase III consists of improvements to the ballasted section of the Cermak Branch from Kildare to 54th Avenue.

GRANT	S			EXPEND	ITURES	0	BLIGATIONS
Funded		\$ 211,333,342	2004	\$	85,000,000	\$	85,000,000
Pending	FY 2003	0	2005		85,000,000		85,000,000
	FY 2004	85,000,000	2006		50,442,850		50,442,850
	FY 2005	85,000,000	2007		0		0
	FY 2006	50,442,850	2008		0		0
	FY 2007	0	2009		0		0
	FY 2008	0					
	Total	\$ 431,776,192		\$	220,442,850	\$	220,442,850
FY 2004-2008	Program	\$ 220,442,850					

**PROJECT:** 194.139 **CATEGORY:** RAIL-ACQUSITIONS & EXTENSIONS

**PROJECT TITLE:** Rehabilitate Red Line - Dan Ryan Branch

#### **DESCRIPTION/JUSTIFICATION:**

Reconstruct Dan Ryan Branch of the Red Line from 22nd Street/Cermak Station south to 95th Street Station. Also included in the project scope is reconstruction of the 95th Street bus bridge and turnaround and replacement of special trackwork, contact rail, signal systems and enhancement of stations appearance.

The Dan Ryan Branch of the Red Line began operation in 1969 with approximately forty percent of all CTA rail boarding occurring at Red Line Stations. The 95th Street Station has a weekday ridership level of approximately 23,300 and is the most heavily used station on the system. The Dan Ryan Branch has not had any major rehabilitation work accomplished since it was built more that thirty years ago. Also, in order to avoid crippling service impacts, reconstruction of the Dan Ryan Branch is being scheduled for completion prior to work beginning on the Ravenswood Line and the Howard Branch. The Illinois Department of Transportation is also planning to reconstruct the Dan Ryan Expressway 2003 - 2005 which presents a unique opportunity for construction staging and access.

GRANT	GRANTS				EXPEND	<b>OBLIGATIONS</b>		
Funded		\$	148,641,914	2004	\$	105,978,810	\$	105,978,810
Pending	FY 2003		0	2005		50,816,276		50,816,276
	FY 2004		105,978,810	2006		0		0
	FY 2005		49,409,415	2007		0		0
	FY 2006		0	2008		0		0
	FY 2007		0	2009		0		0
	FY 2008		0					
	Total	\$	304,030,139		\$	155,388,225	\$	155,388,225
FY 2004-2008	Program	\$	155,388,225					

**PROJECT:** 202.205 **CATEGORY:** SYSTEM-MISCELLANEOUS

**PROJECT TITLE:** Program Management

# **DESCRIPTION/JUSTIFICATION:**

Professional services to manage implementation of the CTA's Capital Improvement Program.

Due to the large influx of funding provided by the state's Illinois FIRST Program, CTA has identified the need for additional resources to monitor and implement capital projects funded by this initiative.

GRANTS					EXPEND	ITURES	OBLIGATIONS	
Funded		\$	12,664,000	2004	\$	4,664,000	\$	4,664,000
Pending	FY 2003		0	2005		4,664,000		4,664,000
	FY 2004		4,664,000	2006		4,664,000		4,664,000
	FY 2005		4,664,000	2007		4,664,000		4,664,000
	FY 2006		4,664,000	2008		4,664,000		4,664,000
	FY 2007		4,664,000	2009		0		0
	FY 2008		4,664,000					
	Total	\$	35,984,000		\$	23,320,000	\$	23,320,000
FY 2004-2008	Program	\$	23,320,000					

**PROJECT:** 202.220 **CATEGORY:** RAIL-TRACK & STRUCTURE

**PROJECT TITLE:** Alternative Analysis & P E - Ogden & Circle Line

#### **DESCRIPTION/JUSTIFICATION:**

The Circle Line connector project will be a linkage of all Chicago Transit Authority's existing rapid transit lines and Metra's commuter rail lines in Chicago with a single new transit line that would encircle the city's central areas. The Ogden Avenue Corridor Project will create an 11.4-mile transitway connecting North Riverside Mall at Cermak and Harlem with Navy Pier.

This project is designed to provide a convenient linkage for CTA/Metra customers making crosstown trips while improving access to the outskirts of Chicago's central area. It will also create an efficient rail transit linkage between the city and the six-county Northeastern Illinois region. The Ogden Avenue Corridor Project will connect several Chicago neighborhoods and three suburban communities with the 42,000-employee Illinois Medical District. It will also provide direct access to Navy Pier, North Michigan Avenue/River North, the growing West Loop office district, and the United Center. It can also serve as a catalyst for further transit-oriented economic revitalization of the adjacent neighborhoods.

GRANTS					<b>EXPENDITURES</b>			<b>OBLIGATIONS</b>	
Funded		\$	399,330	2004	\$	2,915,000	\$	2,915,000	
Pending	FY 2003		0	2005		0		0	
	FY 2004		2,915,000	2006		11,660,000		11,660,000	
	FY 2005		0	2007		0		0	
	FY 2006		11,660,000	2008		0		0	
	FY 2007		0	2009		0		0	
	FY 2008		0						
	Total	\$	14,974,330		\$	14,575,000	\$	14,575,000	
FY 2004-2008	Program	\$	14,575,000						

**PROJECT:** 307.001 **CATEGORY:** SYSTEM-MISCELLANEOUS

**PROJECT TITLE:** Paratransit Service Capital Cost of Contracting

#### **DESCRIPTION/JUSTIFICATION:**

Funding will provide for more immediate capital program cost for paratransit service.

Some FTA grantees turn to an outside source to obtain transit service, or maintenance service, or vehicles that the grantee will use in transit service. When grantees contract for such service, FTA will provide assistance with the capital consumed in the course of the contract. Capital consumed may also include a proportionate share of the interest the contractor might pay out as the contractor purchases and makes available to the grantee these capital assets. FTA usually provide assistance at the 80/20 share ratio for the capital cost of contracting. This concept of assisting with capital cost consumed is referred to as the "capital cost of contracting."

GRANTS				EXPENDITURES			<b>OBLIGATIONS</b>	
Funded		\$	16,500,000	2004	\$	18,045,000	\$	18,045,000
Pending	FY 2003		0	2005		18,767,000		18,767,000
	FY 2004		18,045,000	2006		19,330,000		19,330,000
	FY 2005		18,767,000	2007		20,103,000		20,103,000
	FY 2006		19,330,000	2008		20,706,000		20,706,000
	FY 2007		20,103,000	2009		0		0
	FY 2008		20,706,000					
	Total	\$	113,451,000		\$	96,951,000	\$	96,951,000
FY 2004-2008	Program	\$	96,951,000					

**PROJECT:** 308.002 **CATEGORY:** SYSTEM-MISCELLANEOUS

**PROJECT TITLE:** Bond Repayment, Interest Costs, & Finance Costs

## **DESCRIPTION/JUSTIFICATION:**

Provide for debt service and the cost of issuance of bonds, notes and other indebtedness incurred by CTA. This project is funded with federal formula funds and CTA local match.

This element will provide for interest costs associated with financing the Bond series projected to be issued in 2004. These bonds are anticipated to support construction of Howard Station, the Dan Ryan Rehabilitation, Construction of the 77th garage replacement, purchase of Fareboxes, and various capital improvement projects.

GRANTS				EXPENDITURES			<b>OBLIGATIONS</b>		
Funded		\$	0	2004	\$	0	\$	0	
Pending	FY 2003		0	2005		22,166,667		22,166,667	
	FY 2004		0	2006		22,166,667		22,166,667	
	FY 2005		22,166,667	2007		22,166,667		22,166,667	
	FY 2006		22,166,667	2008		22,166,667		22,166,667	
	FY 2007		22,166,667	2009		0		0	
	FY 2008		22,166,667						
	Total	\$	88,666,668		\$	88,666,668	\$	88,666,668	
FY 2004-2008	Program	\$	88,666,668						

he Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Chicago Transit Authority for its annual budget for the fiscal year beginning January 1, 2003.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



# Distinguished Budget Presentation Award

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